



Arab American University

Faculty of Graduate Studies

**The Impact of Green Incentives on Employees Performance in the
Palestinian Banking Sector: Job Satisfaction as a Mediator**

By

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Supervisor

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**This thesis was submitted in partial fulfillment of the requirements
for the Master`s degree in Human Resources Management**

Feb /2025

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Thesis Approval

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This thesis was defended successfully on 20/2/2025 and approved by:

Committee members

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2. Dr. Majdi Khalili: Internal Examiner
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Signature



Declaration

I declare that the work in this study entitled “The Impact of Green Incentives on Employees Performance in the Palestinian Banking Sector: Job Satisfaction as a Mediator” was carried out by me under the supervision of Prof. Ahmad Herzallah & Dr. Majdi Khalili, in the Department of Human Resource Management. Also, I declare that the information in this study is the result of my own work and it has not been presented before in another degree, diploma, or another university.

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A handwritten signature in blue ink that reads "Israa Makhalfeh". The signature is stylized with a large, sweeping flourish at the end.

Date: 10.6.2025

Dedication

To the spirit of my father, the light that guides me despite his absence, and remains in my heart a source of strength and inspiration.

To my mother, my lamp and the light of my eyes, and the eternal supporter who never stopped giving me love and patience.

To my brothers, my partners in life and my support in every step, who were and still are my constant source of support.

To all my loved ones, who have positively influenced my life, with their kind words, their continuous support, and their presence in every moment of my life.

To the souls of the martyrs who sacrificed their lives for our dignity and our land, and made us people whose sacrifices will never be forgotten.

Acknowledgements

I would like to extend my sincere thanks and gratitude to everyone who contributed to this work, starting with the supervisors who were companions on the journey, headed by the main supervisor, Professor Dr. Ahmed Harzallah, and the co-supervisors, Dr. Magdy Al-Khalili and Dr. Attia Musleh, who had great credit in guiding and advising me, and supporting me academically.

Finally, to myself who was patient, insisted, and worked hard until I reached this achievement, striving to achieve the best.

To everyone, all thanks and appreciation.

Abstract

This thesis aims to examine the potential mediation role of job satisfaction in the relationship between employee green motivation (EGM) and employee performance (EP) at banking institutions (quantity of work, quality of work, time of work). The study followed the quantitative, correlation, cross sectional design. The data was obtained from a sample of (352) employees in banking institutions in West bank. The researcher utilized multiple regression method to analyze the relationship among the variables of the study. The study found there is a positive direct effect of EGM on EP. Furthermore, job satisfaction partially mediates the relationship between EGM and EP. The main implication of this study that banking institutions in Palestine should diversify their green behavior practices to increase employee job satisfaction thus increasing EP. Besides, there is a necessity for further studies to examine the EGM and green HRM practices

Keywords: Green motivation, Employee performance, Job satisfaction, green behavior, employee green attitude, banking institutions, intrinsic green behavior, Extrinsic green behavior.

Table of Contents

Thesis Approval.....	I
Declaration.....	II
Dedication.....	III
Acknowledgements	IV
Abstract.....	V
List of Tables	IX
List of Figures.....	XIII
List of Appendices.....	XIV
Chapter One	1
Introduction	1
1.1 Overview.....	1
1.2 Statement of the Problem.....	3
1.3 Objectives of the Study.....	5
1.4 Questions of the Study.....	6
1.5 Hypotheses of the Study	7
1.6 Significance (Importance) of the Thesis	8
1.7 Variables of the Study.....	9
1.8 Framework of the Study (Research Model).....	9
1.9 Delimitations of the Study	10
1.10 Conceptual Definitions	10
1.11 Thesis Structure	12

Chapter Two Literature Review and Previous Studies.....	13
2.1 Green Motivation.....	13
2.1.1 Conceptualization of Green Motivation	13
2.1.2 Types of Green Motivation.....	15
2.1.3 Determinants of Green Motivation.....	17
2.2 Job Satisfaction	20
2.2.1 Conceptualization of JS	20
2.2.2 Determinants of JS	21
2.2.3 Measuring JS	27
2.2.4 Consequences of JS	29
2.3 Employee Performance	30
2.3.1 Conceptualizing EP	30
2.3.2 Determinants of EP.....	33
2.3.3 Theories of EP	39
2.3.4 Measuring Employee Performance	45
2.4 Previous Studies.....	46
Chapter Three	51
Research Design and Methodology.....	51
3.1 Introduction.....	51
3.2 Research Approach	51
3.3 Data Collection Methods	53
3.4 Population and Sample	55
3.5 Validity and Reliability.....	59
3.6 Data Analysis Techniques	71
Chapter Four	72
Findings of the Study.....	72
4.1 Introduction.....	72
4.2 Results Pertaining to the Research Questions.....	72
4.3 Hypotheses Testing.....	89

Multiple Regression Assumptions	89
4.4 Hypotheses Testing/ Mediation Analysis	96
Chapter Five	119
Discussion and Implications.....	119
5.1 Introduction.....	119
5.2 JS and Employee Performance	119
5.3 EGM and JS	126
5.4 The Mediating Role of JS between EGM and EP	127
5.5 Control Variables	128
5.6 Conclusion	129
5.7 Limitations	130
5.8 Future Research Directions.....	131
5.9 Recommendations.....	132
References	134
Appendix (1): Questionnaire of the Study.....	159
المخلص.....	170

List of Tables

Table 1 Distribution of the sample obtained based on the demographic variables	58
Table 2 Pearson correlation of the extent of JS in banking institutions in Palestine.....	60
Table 3 Pearson correlation for all the statements of the EGA	62
Table 4 Pearson correlation for all the statements of the EGB.	63
Table 5 Pearson correlation for all the statements of the identified regulation	64
Table 6 Pearson correlation for all the statements of the introjected regulation	65
Table 7 Pearson correlation for all the statements of the integrated regulation.	66
Table 8 Pearson correlation for all the statements of the quality of work.....	67
Table 9 Pearson correlation for all the statements of the quantity of work.....	68
Table 10 Pearson correlation for all the statements of the timeliness of the work.....	69
Table 11 Cronbach alpha coefficients for each dimension of the questionnaire.....	70
Table 12 means and SD of the extent of JS in banking institutions in Palestine.....	72
Table 13 Means, SD, and percentage of agreement for the extent of EGM in banking institutions in Palestine.....	75
Table 14 Means, SD and percentage of agreement for the EGA	76
Table 15 Means, SD and percentage of agreement for the EGB.....	78
Table 16 Means, SD and percentage of agreement for identified regulation	79
Table 17 Means, SD and percentage of agreement for introjected regulation	81
Table 18 Means, SD and percentage of agreement for integrated regulation	82

Table 19 Means, SD and percentage of agreement for the extent of EP at banking institutions in Palestine.....	83
Table 20 Means, SD and percentage of agreement for the quality of work	84
Table 21 Means, SD and percentage of agreement for the quantity of work	86
Table 22 Means, SD and percentage of agreement about the timeliness of the work.....	88
Table 23 residuals statistics	94
Table 24 multiple regression analysis of the effect of the EGM on EP at banking institutions in Palestine.....	97
Table 25 multiple regression for the effect of EGM on JS.....	98
Table 26 Multiple regression for the effect of JS on EP at banking institutions in Palestine.	99
Table 27 Mediating influence of the JS of the effect of green behavior on EP at banking institutions in Palestine.....	100
Table 28 t test analysis for the differences in the JS attributed to gender.	101
Table 29 ANOVA for the differences in the studied sample responses toward JS attributed to age.....	101
Table 30 ANOVA for the differences in the studied sample responses toward JS attributed to academic achievement.....	102
Table 31 ANOVA for the differences in the studied sample responses toward JS attributed to experience.....	103
Table 32 ANOVA for the differences in the studied sample responses toward JS attributed to position	103

Table 33 t-test for the differences in the studied sample responses toward JS attributed to nationality of the bank 104

Table 34 t test for the differences in the studied sample responses toward EGM attributed to gender 105

Table 35 ANOVA test for the differences in the studied sample responses toward EGM attributed to Age. 106

Table 36 ANOVA test for the differences in the studied sample responses toward green motivation attributed to academic achievement. 107

Table 37 ANOVA test for the differences in the studied sample responses toward EGM attributed to experience. 108

Table 38 ANOVA test for the differences in the studied sample responses toward EGM attributed to position..... 109

Table 39 ANOVA test for the differences in the studied sample responses toward EGM attributed to the nationality of the bank..... 110

Table 40 ANOVA test for the differences in the studied sample responses toward EGM attributed to the nature of the bank..... 111

Table 41 ANOVA test for the differences in the studied sample responses toward job performance attributed to the gender..... 112

Table 42 ANOVA test for the differences in the studied sample responses toward job performance attributed to the age. 113

Table 43 ANOVA test for the differences in the studied sample responses toward job performance attributed to the academic achievement 114

Table 44 ANOVA test for the differences in the studied sample responses toward job performance attributed to the experience	115
Table 45 ANOVA test for the differences in the studied sample responses toward job performance attributed to the position.....	116
Table 46 t. test for the differences in the studied sample responses toward job performance attributed to the nationality of the bank.....	117

List of Figures

Figure 1 Model of the study **Error! Bookmark not defined.**

Figure 2 Simple scatter of EP by EGM90

Figure 3 Simple Scatter of standardized predicted value by standardized residuals.....92

List of Appendices

Appendix (1): questionnaire of the study..... 159

Chapter One

Introduction

1.1 Overview

The global environment is significantly polluted due to waste generated by the operations of firms, institutions, enterprises, and factories (Asghar et al., 2021). Unfortunately, there is a lack of effective policies, best practices, and appropriate strategies to manage and reduce waste while safeguarding the environment (Khan et al., 2022). Historically, human resource management (HRM) has been ineffective in mitigating the environmental impact of harmful waste. The negative and harmful effects of environmental degradation on humans and other living organisms are profound. As a result, businesses and institutions have increasingly adopted green HRM and Environmental Governance Models (EGM) to promote environmental protection and effectively reduce waste and pollution.

Banking institutions generate significant amounts of waste and pollution, including paper waste, plastics (especially plastic chips), and other environmental contaminants. To address this, banks should focus on improving their environmental performance by developing the environmental capabilities and behaviors of their human resources.

Green human resource practices encompass three core areas: building green competence, enhancing environmentally-oriented management (EGM) practices, and promoting employee involvement in environmental initiatives. The effectiveness of these practices in banking institutions is directly linked to the level of employee awareness and understanding

of environmental issues, as well as the implementation of workplace policies that support environmental sustainability. Individual behaviors, production, and consumption patterns contribute to roughly 40% of environmental challenges.

Research by John et al. (2020) highlights a positive reciprocal relationship between environmental motivation and job satisfaction (JS). When employees perceive economic or socio-emotional benefits from human resource functions within their institutions, their involvement and awareness of environmental initiatives increase. Key factors influencing employee satisfaction include opportunities for promotion, motivation plans, involvement in training and development programs, and performance management and appraisal systems (Sharma et al., 2014). Similarly, Bakotic (2022) found that job satisfaction positively impacts employee involvement in environmental performance, with work nature, work environment, and social relations playing a crucial role in promoting green practices (Rachman et al., 2020).

The Palestinian banking sector, particularly in the West Bank, faces a range of challenges, including economic instability, political tensions, and environmental concerns. Amid these challenges, understanding the impact of green incentives on employee performance has become an emerging research topic.

While green practices and initiatives have garnered global attention for their potential benefits, their specific effects on employee performance within the Palestinian banking sector remain underexplored. Additionally, investigating the mediating role of functional satisfaction in this relationship could provide valuable insights into organizational dynamics.

By implementing green incentives, banks can enhance employee satisfaction and performance, leading to overall improvements in the banking sector's performance. Furthermore, the adoption of green practices enables banks to achieve strategic objectives, such as boosting profitability, enhancing their reputation, and attracting more customers.

1.2 Statement of the Problem

Several previous studies have highlighted the significant positive impact of implementing green environmental practices on employee performance across various sectors, including banking (Amjad et al., 2021; Faradika et al., 2024; Khan et al., 2022; Pham et al., 2020). These findings suggest that enhancing green environmental practices, particularly Environmental Governance Management (EGM), can improve the efficiency and effectiveness of human resources within an organization. However, research examining the mediating role of Job Satisfaction (JS) in the relationship between green incentives and employee performance remains scarce (Faradika et al., 2024).

A number of studies have revealed that employees who are motivated by green initiatives tend to feel more involved. However, this doesn't always translate into better performance. For example, a study by Turker (2009) revealed that human resource who work in firms with strong environmental commitments exhibited improved satisfaction and self-esteem, but the real effect on efficiency was frequently indirect. This proposes that whereas green initiatives can rise motivation, they don't certainly lead to direct enhancements in performance except correctly aligned with business goals.

Additionally, studies by Sarwono and Bernarto (2020) and Valaei and Rezaei (2016) have shown a positive effect of job satisfaction on employee performance across different economic sectors. Zhang et al. (2022) also found a significant and positive influence of green banking activities on the environmental performance of banking institutions in Bangladesh. These green practices, such as green financing, not only support national economic development but also reduce the carbon footprint of firms and enhance their reputations.

Supporting these findings, Kuo et al. (2022) discovered that increasing green human resource practices—such as green training and green rewards—promotes green innovation and boosts organizations' environmental performance. Furthermore, Chen et al. (2023) revealed that employees' behavioral intentions to implement green finance in banking institutions are positively influenced by their attitudes, subjective norms, and perceived behavioral control, suggesting that fostering these intentions could enhance banks' environmental performance. Similarly, Hussain et al. (2023) emphasized the crucial role of financial innovation and green finance in improving the sustainable performance of banks, underscoring the importance of adopting green practices to ensure long-term growth. Given these insights, this study seeks to answer the following question:

Does job satisfaction mediate the effect of green incentives on employee performance in banking institutions in Palestine?

1.3 Objectives of the Study

This study has the following objectives:

- 1 Investigating the impact of green incentives on environmental performance (EP) in banking institutions in Palestine.
- 2 Examining the influence of green incentives on job satisfaction (JS) at banking institutions in Palestine.
- 3 Exploring the relationship between job satisfaction (JS) and environmental performance (EP) in banking institutions in Palestine.
- 4 Assessing the moderating role of job satisfaction (JS) on the relationship between green incentives and environmental performance (EP) in banking institutions in Palestine.
- 5 Investigating whether sociodemographic factors (such as gender, age, education level, experience, bank nationality, and bank nature) influence employees' perceptions of the extent of green incentives implementation in banking institutions in Palestine.
- 6 Analyzing the impact of sociodemographic characteristics (gender, age, education level, experience, bank nationality, and bank nature) on employees' perceptions of job satisfaction (JS) in banking institutions in Palestine.
- 7 Assessing how sociodemographic factors (gender, age, education level, experience, bank nationality, and bank nature) affect employees' perceptions of environmental performance (EP) in banking institutions in Palestine.

1.4 Questions of the Study

This study will answer the following questions:

1. How do green incentives impact on EP at banking institutions in Palestine?
2. What is the effect of green incentives on JS within banking institutions in Palestine?
3. How does JS influences EP in banking institutions in Palestine?
4. Does JS mediate the relationship between green incentives and EP in banking institutions in Palestine?
5. Are there significant differences in employees' perceptions of the implementation of green incentives in banking institutions in Palestine based on sociodemographic factors such as gender, age, education level, experience, bank nationality, and the nature of the bank?
6. Are there significant differences in employees' perceptions of job satisfaction (JS) in banking institutions in Palestine based on sociodemographic factors such as gender, age, education level, experience, bank nationality, and the nature of the bank?
7. Are there significant differences in employees' perceptions of environmental performance (EP) in banking institutions in Palestine based on sociodemographic factors such as gender, age, education level, experience, bank nationality, and the nature of the bank?

1.5 Hypotheses of the Study

Based on the objectives and questions of the study, the researcher developed the following hypotheses.

H0-1: There is no effect of green incentives on EP at banking institutions at banking institutions in Palestine.

H0-2: There is no effect of green incentives on JS at banking institutions at banking institutions in Palestine.

H0-3: There is no effect of JS on EP at banking institutions at banking institutions in Palestine.

H0-4: JS does not mediate the effect of green incentives on EP at banking institutions in Palestine.

H0-5: There are no statistically significant differences (at $\alpha \leq 0.05$) in the mean responses of banking institution employees regarding the extent of green incentives implementation in Palestinian banks, based on sociodemographic factors including gender, age, education level, work experience, bank nationality, and bank type.

H0-6: There are no statistically significant differences (at $\alpha \leq 0.05$) in the mean responses of employees at banking institutions in Palestine regarding the level of Job Satisfaction (JS), based on sociodemographic factors such as gender, age, education level, work experience, bank nationality, and the nature of the bank.

H0-7: There are no statistically significant differences (at $\alpha \leq 0.05$) in the mean responses of employees at banking institutions in Palestine regarding the level of Employee Performance (EP), based on sociodemographic factors such as gender, age, education level, work experience, bank nationality, and the nature of the bank.

1.6 Significance (Importance) of the Thesis

This study has both theoretical and practical importance:

Theoretical Importance: This research addresses a significant gap in the existing literature, as few studies have explored the topic of banking institutions in Palestine. As one of the pioneering studies in this field, it investigates the mediating role of (JS) in the relationship between (EGM) and (EP) within Palestinian banks. By doing so, this study contributes valuable insights to the current body of knowledge, shedding light on the impact of green incentives and job satisfaction on employee performance in the banking sector. Moreover, it serves as a catalyst for future research, encouraging scholars to examine similar dynamics in other sectors of Palestine's economy.

Practical Importance: This study holds practical significance for senior managers, board members, and employees within the banking sector, as well as for the Palestine Monetary Authority. For banking institutions, the findings highlight the importance of fostering employee and organizational excellence to enhance performance, which, in turn, can drive economic growth in Palestine. The study also offers valuable insights for senior management in formulating effective strategies and policies to promote green environmental practices that improve employee satisfaction and performance.

For the Palestine Monetary Authority, the research underscores the need for developing comprehensive policies and initiatives to promote sustainability within the banking sector. By aligning environmental goals with organizational objectives, policymakers can help create a more supportive business environment that contributes to both economic development and environmental conservation.

1.7 Variables of the Study

This study has the following variables:

Dependent Variable: EP at banking institutions in Palestine.

Independent Variable: Green Incentives practices at banking institutions in Palestine.

1.8 Framework of the Study (Research Model)

This study examined the mediating role of the JS on the effect of green incentives on the EP at banking institutions in Palestine. This diagram presents the variables of the study.



Figure 1 Model of the study

1.9 Delimitations of the Study

1. Locative Limitations: Banking institutions in Palestine basically in West Bank.
2. Temporal Limitations: During August 2024- February 2025.
3. Human Limitations: Employees at banking institutions in Palestine.
4. Topical Limitations: The mediating role of the JS on the effect of green incentives on employees` performance in the banking institutions in Palestine.

1.10 Conceptual Definitions

Green Incentives: “Providing employees with green benefits, such as transport or travel perks, instead of giving prepaid cards to purchase eco-friendly products” (Tang et al., 2018, p. 31).

In this study, green incentives are assessed through a questionnaire that includes questions about the environmental practices adopted by the organization, such as recycling policies, environmental training programs, and rewards for employees engaged in green activities. A Likert scale is used to gauge the extent to which these practices are implemented in Palestinian banking institutions, based on the employees' perceptions.

Job Satisfaction (JS): “A positive emotional response to one’s job, resulting from an assessment of its characteristics” (Robbins & Judge, 2017, p. 85). It is also described as “the employees' sense of accomplishment and success at work, which is perceived to be directly linked to performance, productivity, and personal well-being. This, in turn, enhances employee enthusiasm and happiness with their work” (Alemayehu, 2020, p. 7).

In this study, job satisfaction is measured using a five-point Likert scale (ranging from 1 = very dissatisfied to 5 = very satisfied) to assess various work aspects, including job security, professional development opportunities, and work environment.

Employee Performance (EP): Zysman and Costinot (2022, p. 21) define EP as “the work results achieved by an employee according to predefined standards and criteria within a specified time frame.” Similarly, Mangkunegara (2016, p. 67) describes EP as “the quality and quantity of work results achieved by an employee in carrying out their duties in line with the responsibilities assigned to them.” In this study, EP is measured using a Likert scale to assess several aspects of performance, such as efficiency, productivity, and work quality.

1.11 Thesis Structure

This study is structured into five chapters. The first chapter serves as the introduction, providing an overview of the study, defining the problem statement, outlining the study's objectives and research questions, discussing the significance and importance of the study, and presenting the hypotheses and key terms.

Chapter two is the literature review, where the study's relevant concepts are explored. This includes defining green incentives, the study's performance, objectives, and the importance of these dimensions. The chapter also examines the most commonly used methods to measure these concepts. Additionally, previous studies related to these concepts and dimensions are reviewed, focusing on their objectives, population and sample, research methods and design, and the key findings and recommendations.

The third chapter details the research methodology and design. It describes the research approach and design, data collection methods, population and sampling selection, the process for estimating the validity and reliability of the instrument, and the statistical methods used. Chapter four presents the study's findings, addressing the research questions and testing the hypotheses using appropriate statistical tools such as t-tests, ANOVA, Chi-square, Pearson correlation, and multivariate regression analysis.

Finally, chapter five offers a summary of the study, its key findings, conclusions, recommendations, suggestions for future research, and the limitations of the study.

Chapter Two

Literature Review and Previous Studies

In this chapter, the concentration is on the concepts of the study: EGM, employee performance, and JS. A review of the previous studies was performed to investigate the relationships between these constructs.

2.1 Green Motivation

2.1.1 Conceptualization of Green Motivation

There is a growing commitment to reducing environmental pollution and promoting sustainable development to ensure a safe environment and economy for future generations. The integration of green concepts and environmentally friendly approaches has become a key focus in efforts to enhance industrial energy efficiency while reducing waste production.

In 2007, He Kialoian and Li Xiaococong introduced the concept of the Environmental Green Motivation (EGM) in their article, "The EGM - The New Trend of Motivation Development". They argued that the EGM framework, centered around the concept of "green people," aims to meet the ecological needs of human resources while fostering sustainable employee well-being. The "green person" refers to an individual who strives for physical and mental balance, health, and happiness, drawing from Maslow's theory of self-actualization. The primary goal of EGM is to create a motivational model that helps employees manage work stress while preserving their physical and mental health.

Employee Green Behavior (EGB) is defined as a "workplace-specific form of pro-environmental behavior" (Norton et al., 2015). Workers in various departments encounter numerous environmental challenges that contribute significantly to pollution and social issues like poverty. As a result, organizations have come to recognize the importance of transforming their everyday operations into practices that not only safeguard the environment but also address ecological concerns. However, achieving this transformation requires significant effort, attention, environmental respect, and the adoption of EGM principles by the workforce (Li et al., 2020).

Ones and Dilchert (2012) posited that EGB refers to behaviors exhibited by employees that help achieve green objectives within the workplace. The most effective strategies for fostering intrinsic EGM include efficient resource use, water conservation, recycling, reducing waste, and minimizing energy consumption (Norton et al., 2015).

EGM behavior can be categorized into two types: task-related and voluntary. Task-related EGB refers to behaviors that employees are required to perform to achieve specific green goals. On the other hand, voluntary EGB involves individual initiatives that exceed organizational expectations (Norton et al., 2015).

The role of the green environment in motivating employees is significant, as increased motivation leads to greater interest and more effective implementation of green practices and plans (Mittal & Dhar, 2016). Additionally, Gilal et al. (2019) identified two types of EGM: intrinsic and extrinsic green environments.

In summary, EGM aims to enhance Environmental Performance (EP) by fostering greater enthusiasm and interest in environmental protection at the workplace, coupled with a caring attitude toward sustainability.

2.1.2 Types of Green Motivation

EGM refers either to intrinsic or extrinsic factors that push human resources or businesses to adopt and perform environmentally friendly decisions, behaviors, or practices in order to decrease their adverse environmental impacts and inspires ecological sustainability. This emerges from the increasing interest and involvement of organizations in social practices to protect the environment and the obligation to support global environmental preservation initiatives. EGM can emerge from several places for instance a longing to efficiently contribute to maintaining the sustainability of planets for future generations, recognition of climate change, understanding of environmental degradation, and concern for the welfare of individuals and ecosystems (Kamilia & Nawangsari, 2023).

2.1.2.1 Intrinsic EGM

It refers to the human resources find their jobs interesting, enjoying, and pleasant (Amabile & Pillemer, 2012). Intrinsic EGM leads to loving work conditions and the tasks that they perform efficiently. So that, inspiring their deep connection in the occupation and increasing novel abilities for effectiveness. It refers to the most independent form of motivation that leads to just for its own sake (Gilal et al., 2019).

Intrinsic EGM refers to separately motivated when human resources involve in behaviors or activities from which they derive inherent satisfaction rather than originating satisfaction by performing a specific result (Kamilia & Nawangsari, 2023).

On the other hand, the way that intrinsic can be used to ecofriendly living and whether any relationship exists between intrinsic motivation and enjoyment in the green context need explanation (Gilal et al., 2019). If employees could achieve their needs by expressing ecofriendly behaviors, they would be motivated by experiences associating to environmentally friendly behaviors. Managers of marketing can increase the desire of customers for and involvement in green living and green consumption by providing environmentally friendly products or services. The positive feedback that human resources receive from involving in green consumption allows then the opportunity to achieve their own ethical standards associating to protection of the environment (Mittal & Dhar, 2016).

Green intrinsic motivation refers to the motivation that involves in a green behavior that takes places from within the person as it is indeed satisfying to you. Deci (2015) argued that intrinsic EGM is interesting when human resources or individuals perceive their locus of connection to be internal such as love for the environment and green production tend to drive human resources to produce products and services that save and protect the environment from the devastating sources due to their actions, policies, or businesses.

According to Li et al. (2020) intrinsic motivation is an interesting predictor of the green behavior of employees as when employees who have an inherent interest in the

environment and in achieving green human activities have higher level of involvement in green practices.

2.1.2.2 Extrinsic Green Motivation

The most interesting external EGM are financial rewards and compensation, monetary benefits, and the rewards and fringe benefits (Li et al., 2020). Extrinsic motivation makes employees pursue occupations where the extrinsic rewards are adequate. Furthermore, when such workers obtain green incentives and motivation, it promotes their EGM and leads to ecologically responsive performance.

Extrinsic reward motivation is also an interesting factor that influences EGB by providing external rewards. On the other hand, the extrinsic reward motivation practice may have undesired influences on human resources who are already green intrinsically motivated. The allocation of external incentives and rewards even decrease the positive relationship between green intrinsic motivation and EGB (Li et al., 2020).

2.1.3 Determinants of Green Motivation

There are a number of factors that influence EGM such as the award system, physical working environment, and organizational culture.

2.1.3.1 Green Material Motivation

The EGM system is an encouraging system that concentrate on both employees` physical and mental health. Knowledge based human resources will be offered specific award when they are sensible of concerning about the physical and mental health. The green material motivation is an interesting method to lead human resources to adopt the initiative

to ease their own pressure. Accomplishing a flexible benefits system indicates making confirmation in a set time and within a fixed range of money. The benefits that the human resource receive will change with their life that is a personalized and optional program of benefits and incentives (George & Schillebeeckx, Lia, 2018).

2.1.3.2 Green Psychological Motivation

There are several issues and aspects related to the green psychological motivation such as the building shape, areas, lighting, ventilation as these factors and issues are associated to the human resources feelings, and they influence the employees' efficiency and effectiveness at the workplace as well as they provide better JS and promoting a safety occupational environment. Several organizations have recognized the importance of offering employee assistance program that provide human resources advisory services at workplace. These issues may influence EP at workplace (Norton et al., 2015).

2.1.3.3 The Organization Culture

The organizational culture is a very interesting factor that influences green behavior as the proper and right EGM requires the businesses to work within an open and democratic environment an organizational culture that promote ethical behaviors and norms. Besides, managers have to involve in health and satisfactory are the strategic investment with commercial values. These organizations invest in employee development and training and the support of society. The proffered organization culture to the EGM is the flat and non-centralized organization structure to support and motivate human resources to meet the challenges, and inspire the competition and cooperation among human resources, and these

organizations involve in create a balance among meetings the customers` desires and requirements, they involve to achieve the needs of human resources and the organizational economic needs and objectives (Singjai et al., 2018).

2.1.3.4 Promoting Ethical Behavior

Ethics highlights the regular customs of an individual associated to environmental problems and creates an obligation to individuals to efficiently react to environmental impacts (Rajalakshmi, 2016). Ethical compliance has six essential elements to device any standard. These elements are “ethics code, ethics committees, ethics communication systems, ethics officers, ethics training programs, and disciplinary processes” (Okafor, 2019).

The organizations promote ethical behavior from the management level to the operational level to decrease morale responsibilities on the environment as environmental ethics teach individuals moral responsibilities to protect the environment. Thus, it is a necessity to demark the periphery of activities to make effective utilization of resources whereas maintaining environmental effects in mind (Dutta, 2010).

2.1.3.5 Managerial Support

several studied found a positive influence of managerial support on EGM at the workplace as they found that tax exemptions, profit sharing plans, nonfinancial rewards for instance praise and recognition will motivate human resources to involve in environmentally friendly behavior (Leonidou et al., 2013). So that, senior management ought to design motivation and reward system to reinforce and trigger the employees` motivation to involve in pro-environmental behavior is an inefficient instrument to confirm the promotion of green

behavior. Lamm et al (2013) revealed that organizational support considerably acts an essential role in increasing employees` involvement in environmental protection practices.

2.2 Job Satisfaction

2.2.1 Conceptualization of JS

Hoppock (1935) defined JS as “any mixture of physiological, psychological, and environmental conditions that lead any individual honestly to say I am satisfied with my job”. Meanwhile, Locke (1976) who is the father of the JS concept defined it as “pleasing or positive emotional state that emerges from the appraisal of one person to his job or his/her job experience in the organization.

Wexley & Yukl (2003) stated that JS is the manner in which workers perceive toward their job by creating attitudes toward work based on different elements of their work. Whereas, Baeriswyl et al (2016) defined JS as “a global assessment of individuals` job situation and as assessment of specific elements of the job itself. Thus,

Kaswan (2017) defined JS as an interesting driver of human resources and organizational results since it is the extent of employees` perception of the manner their works provide things that are important to them. Moreover, JS is a state of positive and undesirable emotions that emerges from an evaluation of work or work experience of employees. Meanwhile, Ainley and Carstens (2018) demonstrated that JS is the individuals` feeling of achievement and fulfilment that employees` experience through their job. Thus, it is an integration of both positive and negative valuations employees make concerning their profession.

Islam et al (2023) stated that JS denotes to a comprehensive and complicated concept that embraces an emotional, cognitive, and behavioral responses to their jobs.

In the light of the above definitions of JS, the researcher defines the JS in this study as the attitudes, perceptions, and feelings of employees of satisfaction or enjoyment with the job that is the consequence of a subjective evaluation of elements of the job that include several aspects such as job itself, received salary, promotion and advanced in the organization, leadership style in the organization, amount of autonomy and delegation of authority, social relations among colleagues and supervisors. Thus, JS is a form of emotional and cognitive attitude and perceptions that the job is pleasant and that they work at a morale environment, existence of discipline, and work performance.

2.2.2 Determinants of JS

There are several factors and variables that specify the extent of employee JS in organizations such as coaching, training, leadership style, motivation and compensation system (Connor & Pokora, 2017).

2.2.2.1 Coaching

Coaching is the tool that organizations use to help employees as well as the organization to specify areas where human resources may not have the experience or the aptitude to solve the problems. Thus, coaching denotes to the process of providing human resources and individuals with the required knowledge, tools, opportunities to develop their

experience, skills, and competencies to become successful and efficient employees at the workplace (Connor & Pokora, 2017).

Kalkavan and Katrinli (2014) found a positive influence of coaching on JS in insurance institutions in Turkey. Likewise, Mohammed et al. (2018) demonstrated a positive influence of coaching on employees` JS.

2.2.2.2 Training and Development

Thab et al (2022) found a positive influence of training on employees` JS and increasing their performance as training provides employees with motivation, increasing employees` commitment toward their organization, developing their competencies and skills thus they can perform several innovative tasks in their organizations. Moreover, Khan et al. (2016) found a positive effect of training and development on employees` performance and JS.

2.2.2.3 Leadership Style

The participatory leaders give the employees the opportunity to involve in efforts of leaders and managers to help them in making essential decisions to confront the several problems that the senior managers suffer of in their organization (Yukl, 2013).

Fatima et al. (2017) found a positive influence of participation in decision making in employees perceived JS. Likewise, Ghaffari et al., (2017) found a positive influence of participation in decision making in employees` JS and performance as participation in decision making decreases employees turnover.

Appropriate and efficient leadership style is one of the most interesting factors that influence JS as well as promoting better loyalty among employees and decreasing turnover rates. Leadership includes a diversity of practices and attributes encompassing clear communication, decisiveness, and the aptitude to motivate human resources (Sinniah et al. 2022).

2.2.2.4 Delegation of Authority

Delegation of authority refers to the different forms and extents of employees` sharing power with employees (Kamna & Ilkhanizadeh 2022). Delegation of authority usually encompasses transferring essential and basic responsibilities for specific kinds of decisions to persons or groups (Kamna & Ilkhanizadeh 2022). Likewise, Wabomba et al. (2022) found a positive influence of delegation of authority on JS and employees` autonomy.

2.2.2.5 Empowerment

Empowerment is interesting as it helps employees to make decision independently. According to Yilmaz (2015) there is a positive influence of employees` empowerment on employees` feeling of freedom, self-control, and participation in decision making. Moreover, Singh (2016) confirmed a positive influence of empowerment on JS.

2.2.2.6 Opportunities for Growth and Development

The perceived opportunities and advancement of the employees in banking institutions influence highly on the perceived JS. The perceived growth and development denotes to the employees` opportunities to support their skills, competencies, and knowledge

through a set of HRM practices such as coaching, mentorship, career development (Hee et al., 2018).

The existence of positive expectations regarding professional development and career development in the organization acts an essential role in enhancing JS. Several studies have found that there is appositive influence of opportunities for growth and development on employees` JS (Berliana et al., 2018).

2.2.2.7 Compensation and Benefits

There is a positive influence of compensation and benefits on employee JS. Employees who are satisfied with their compensation and the fringe benefits that they obtain in their organizations (Wahyuhadi et al., 2023). There are two types of rewards that organizations offer to employees that are the financial or monetary reward such as salaries, bonuses, profit sharing, allowances, and other financial incentives and the non-financial or non-monetary authority such as participation in decision making, delegation of authority, and recognition (Chen & Li, 2020). Moreover, Miu et al (2022) also demonstrated a positive influence of motivation such as health insurance coverage and retirement plans on employee JS.

Calvin (2017) argued that there is a long term influence of compensation on employees` performance, JS, and organization performance. Likewise, Asiamah et al., (2019) argued that remuneration has a positive influence on perceived employee JS. Besides, Calvin (2017) found a positive influence of adequate and competitive reward and compensation on JS and enhancing employees` performance.

Alam et al. (2020) revealed that providing adequate and competitive incentives increases employees` performance and JS as well as increasing organization performance and employee productivity. Likewise, Asiamah et al., (2019) found a positive influence of remuneration in enhancing employee JS among bank employees.

2.2.2.8 Work-Life Balance

Preserving a balance between job requirements and personal life is an interesting factor that influences JS. In general, employees who are able to create a balance between the work and life are more satisfied employees and they are happy with their work (Hee et al., 2018). Olesya (2020) also found a positive correlation between work life balance and JS. Moreover, organizations that have special programs to promote better level of work life balance have more potential to have highly satisfied employees, increasing employees` involvement, and increasing employees` retention. Some of the most interesting instrument to help employees to have work life balance are flexible work arrangements such as teleworking or job sharing arrangements (Yasin et al., 2020).

2.2.2.9 Green HRM Practices

Green HRM practices refers to a set of particular HRM practices that are directed to promote and support a dynamic attitude toward green management. These practices aim to increase the employees as well as the organization commitment to environmental practices and values (Shafaei et al., 2020).

Researchers found a strong alignment between the values of the organization and the values of the employees in the organization that leads to the creation of better JS of employees

(Freire & Pieta, 2022). The existence of good alignment between organization and employees` values improves the wellbeing of the workplace. Furthermore, Pinzone et al., (2019) argued that there is appositive effect of Green HRM practices and increasing employees` JS in banking institutions.

2.2.2.10 Work Environment

The work environment includes work conditions and surroundings. The work conditions include the characteristics of the job, the methods of performing the different tasks at the workplace, the activities related to the tasks at the workplace, the sense of self achievement in the job, and the underlying value of duties and responsibilities (Raziq & Maulabakhsh, 2015).

A number of studied demonstrated a positive influence of work conditions on perceived JS (Asriani & Riyanto, 2020). Furthermore, the contextual dimension of work includes aspects such as physical working conditions and social working among employees and supervisors at the workplace, these physical and emotional factors have a positive influence on the efficiency and commitment of employees (Akinwale & George, 2020).

Akinwale (2019) found that the existence of supportive work environment such as the protection of the employees` rights, respect the opinion of employees and their suggestions, promoting innovative behavior at the workplace have a positive influence on JS in banking institutions. Likewise, Pawirosumarto et al., (2017) found a positive influence of work environment such as recognition, the social relations among employees and managers,

existing of satisfactory working conditions, promotion participation in decision making promote better levels of employees` JS.

2.2.3 Measuring JS

JS refers to the extent to which employee feel with pleasure or positive emotional state due to the appraisal of his job or performance expectations. It has a significant influence on employees` behavior and organizational well-being. There are various dimensions of JS such as effective, cognitive and situational dimensions, and behavior dimensions (Dividkov (2019).

There are basically three types of JS that are global scales that measure the entire extent of employee JS, the other scale is the facet scales that measure JS with various determinants of work environment and the last type of job measurement scales are composite scale that are seldom utilized as a measurement tool and it assess the entire level of JS as an average value of scales, taken when evaluating the individual determinants and factors (Yanchovska, 2021).

2.2.3.1 Global Scales

There are basically two categories of global scales that one of them measure JS with just a single question and the other utilizes several measurement items. Several researchers consider that the first global scale that depends on one element is the best to evaluate employee satisfaction. Whereas, the other researchers claim that a several elements is more efficient to measure JS s it demonstrated a more comprehensive and complete evaluation (Akinwale & George, 2020).

2.2.3.2 A One-Element Global Scale

The statements in this scale are somewhat identical, for instance: “Consider all, rate your overall satisfaction with your current job” or “How would you define your overall satisfaction with work in the organization”, or “How satisfied or dissatisfied are you with your current job overall”. The scales are simple and straightforward to measure JS from various economic sector or cultures. The most common scales that based on one question is the Yanchovska (2021), Nie et al. (2020), Dividkov (2019), Holland et al (2011), Lange (2009), Andrews and Withey (1976).

2.2.3.3 Global Scale with Several Elements

This type of measurement depends on using a number of questions rather than just one question to measure overall JS. These measures are more interesting to measure the entire employees` affective attitude toward their jobs. This scales depends on the average value of all the statements on the scale. Among the most recognized scales that use multiple questions are the job in General scale (JIS) that was presented by Macdonald and MacIntyre (1997) and JS index that was presented by Bayfield and Rothe (1951). these two scales each of them consists of (18) statements or questions for instance “I do my work with enthusiasm most days” or “I find real pleasure in my work”.

2.2.3.4 Facet Scales

Facet Scales refers to a set of questions that constitute basically of cognitive and behavioral elements that evaluate the satisfaction of employees with particular element of factors of their work and compare working conditions with identified expected results. Some

researcher recommends to use Facet scales to increase the validity and reliability of the research or study results and findings. However, the most common weaknesses of these measures that they use a large number of statements to measure JS as some often consists of more than (100) statements. However, some of these scales use a limited number of variables such as satisfaction with job, management, colleagues and work itself. The most scales under this category are the job descriptive index, The Minnesota Satisfaction Questionnaire and the JS survey. These measures are commonly used to measure JS as they proved their reliability and validity in the previous studies and in different contexts.

2.2.3.5 Composite Scales

Composite scales are combination of both global and facet scales that aims to assess global satisfaction by using the mean of satisfaction with the various elements or aspects of work or satisfaction facets. These measures are seldom used as they have low level of reliability and they are unreliable as the facet scales they utilized as a cornerstone may not contain all aspects that are interesting to the individual or may contain irrelevant aspects that may lead to the imprecise assessment of the entire JS.

2.2.4 Consequences of JS

In a study performed by Mishra et al. (2020) found a positive correlation between JS and employee performance. Additionally, McConnell, (2017) revealed a positive influence of JS on increasing employees` involvement and participation in decision making, increasing employees morality, increasing employee as well as organizational performance. However,

he found a negative relationship between JS and employee intention to leave and absenteeism.

Hughes et al. (2021) found a positive relationship between perceived JS and employee performance. Likewise, Prihadini (2021) found a positive influence of JS on the quality of work performance. Meanwhile, Mishra et al. (2020) found a positive relationship between JS and EP in banking institutions.

Employees` perceived JS also influences the quality of the relationship between managers and employees in banking institutions and senior managers, increasing accuracy of employees, and increasing the financial performance of banking institutions. Likewise, JS influences the banking institutions sustainability and success.

2.3 Employee Performance

2.3.1 Conceptualizing EP

Pradhan, (2016) defined EP as the work achievement of individuals after exercising effort on the job which is related through receiving a significant work. Whereas, AL-Tokhais (2016) stated that EP refers to the behavior that the employee shows while they perform their tasks and activities in the organization. Whereas, Duha (2018) defined performance as the persons or groups` ability to give satisfactory results where they work in particular period of time.

Donhoe (2019) defined EP as the way that employee accomplish their tasks and duties at the workplace and to what extent they are healthy to perform the job duties assigned or required from them. Thus, EP is the effectiveness, efficiency and quality of the work.

Furthermore, Tannady et al., (2019) defined EP as the result of goods and services produced by an individual. Thus, this definition concentrates on the output of the task performed by the employee in the organization. Thus, it's the amount of output of the work that can be performed by an individual or a group of individuals in the organization in line with the defined rules and tasks specified in the organization (Hidayat, 2018,)

Loan (2020) considered EP as the quantity and quality of work performed by an individual in performing hi tasks and duties based on the tasks and responsibilities assigned to the employee. Likewise, EP denotes to the ability of the persons or employees to efficiently accomplish duties, responsibilities, and tasks utilizing the existing resources and competencies in the organization (Andrade et al., 2020). Meanwhile, Mgammal and Al-matari (2021) stated that EP is the outcome of individual employee.

According to Parlina et al. (2022) performance is the output of a job performed either by a person, group, or organization within a particular period of time it includes both actions and outcome. Performance is an action through the behavior of performers that transform it from abstraction. Behaviors are instruments for results and outcomes in themselves

EP also means the results and outputs created by an employee in a firm or organization (Fuertes et al., 2020). Moreover, Jiang et al. (2020) stated that EP is the accomplishment of each individual in line with the various rules. Regulations or organizations or managers` expectations. Likewise, Fuerters et al., (2020) argued that there are a number of variables that influence employees' performance such as effective

communication, leadership style, social relationship in the organization, training and development, compensation and remuneration, employees` satisfaction, and commitment.

Lorena and Bilawal (2022) defined performance as a particular work activity. Whereas, they considered EP as the work of employee in terms of quality and quantity that an employee performs to achieve the desired goals and objectives efficiently. Moreover, Info et al. (2022) defined EP as how much an employee performs their tasks and achieves their duties and responsibilities.

According to Junaedi et al. (2023) EP refers to the individual`s success in doing a specific assigned task or duties within a particular period of time. Whereas, Kumalasari and Endiana (2023) defined it as the result of the work performed by an employee in the assigned tasks and responsibilities to achieve specified goals and objectives. Whereas, Setyowati et al., (2023) defined EP as the essential base for compensation, reward, and advancement at organization.

Soelton et al., (2023) stated that EP refers to a performance of employee in performing all the duties and tasks that their responsibilities those are based on employee success as specified by the organization. This indicates that the company`s success determinant by the quality of employees` performance.

2.3.2 Determinants of EP

There are a number of researchers and scholars who have studied the determinants of employee performance. For instance, Tuffaha (2020) specified five determinants of EP that are: employee empowerment, innovative and creativity at the workplace, information and communication technology, organizational culture, and knowledge management. Meanwhile, Amha and Brhane (2020) identified four factors that influence EP that are leadership behavior and style, training and development, motivation and reward system, and work environment.

Bhatti et al (2018) stated that the main determinants of EP are job characteristics, employees` participation in decision making, job security, and supervisor and colleagues` support. Likewise, Hindardjo and Pratama (2022) found that the most interesting determinants of EP are the existence of supportive working conditions, improving employees` competencies, investment in learning and training of employees, creating learning organization.

In this section, the researcher will discuss some factors that influence EP at workplace:

2.3.2.1 Work-Life Balance

The work life balance refers to the state that the employee is able to create balance between the requirements and demands of the job and the demands and requirement of personal life. The work life conflict takes place when the employee face difficulty to create a balance between family requirements and working conditions requirements. So that. Work

life balance influenced EP in the organizations and personal life. Thus, work life balance has a positive influence on EP as well as organizational growth and success (Ali & Ali, 2018).

In a study performed by Mmakwe, Kido, and Ukoha (2018) to examine the influence of work life balance on EP in Nigerian banks, Port-Harcourt city, River State. The study followed the quantitative research design using survey design. The data was taken from a sample of (769) employees. The study confirmed that there is a positive and significant correlation between work life balance and employee performance. Thus, banking institutions should implement policies and structures that promote better work life balance to increase the EP in banking institutions.

2.3.2.2 Reward and Compensation

Reward and compensation system either financial or nonfinancial rewards have a positive and direct influence on employee performance. The most common financial rewards and incentives are increasing salaries, bonuses, profit sharing plans, gifts, and adjustments for cost of life. The essential objective of the compensation system is to increase EP and increase their JS.

In a study performed by Berger and Berger (2015), found a positive influence of monetary rewards and incentives on EP as well as the existence of satisfactory compensation system helps organization to acquire the talent and well trained and qualified human resources. Likewise, Khan et. al (2020); Ponta et al (2020); Zaraket and Halawi (2017) found a positive correlation between financial incentives and compensation and EP and promoting employee satisfaction and motivation.

2.3.2.3 Work Characteristics, Work Environment, and Quality of Work

The work is the specific characteristics of the job especially the required skills and knowledge, the job demand requirements especially physical and mental requirements, and work conditions (Bhatti et al, 2018).

The employee should have diversity of skills, be able to perform the assigned duties and tasks, perceiving JS, feeling with freedom in making decisions, obtaining the required information and training to perform the assigned duties and tasks (Zhao & Ghiselli, 2016).

Feeling with freedom has a positive influence in employee innovative behavior and creativity in the organization. Besides, it increases employees` satisfaction and commitment, Thus, it is expected to find a positive influence of freedom of decision making on employee attitude and performance as well as increasing the organization performance and business sustainability. Moreover, the existence of healthy working conditions and healthy organizational culture inspire EP and JS (Kaya & Demirer, 2021).

The quality of work refers to the value of work delivery by a person, team, or organization. The quality of work includes several dimensions such as the perceived quality of task achievement. The quality of work is very interesting factor that influences EP and managing the employees` performance programs (Spacey, 2017).

2.3.2.4 Recognition

Recognition refers to a process of giving a definite status to an employee who makes a significant value added to the firm (Danish & Usman, 2010). Meanwhile, Scherbaum et al (2021) stated that recognition refers to an appreciation conveyed to workers in response to

behavior associated to their accomplishment and work performance. Thus, recognition is that the employee is appreciated and evaluated in the organization by the management and supervisors due to their work contribution in success of the business or achieve particular objectives.

Scherbaum et al., (2021) argued that the objective of the recognition is to inform the employees that their performance and progress is appreciated in the organization. Moreover, to provide employees with a sense of ownership, employee loyalty, and organizational commitment. Thus, recognition has a positive influence on employees` morality, increasing employees` retention, increasing their loyalty, promoting ethical behavior, and innovative behavior at the workplace. Moreover, Angelopoulou and Panagopoulou (2020) found a positive influence of recognition on EP and motivation.

2.3.2.5 Motivation

Mohamud et al., (2017) investigated the influence of motivation on EP in Hurmuud Co. Somaliya. Monetary. The study results demonstrated that there is a positive effect of rewards and job enrichment on employee performance. However, there is a positive but insignificant effect of training and motivation on employee performance.

Nurun Nabi et al., (2017) explored the influence of motivation on EP in Karmasangsthan Bank Ltd., Bangladesh. The study results demonstrated a positive influence of motivation on employee performance, efficiency, and effectiveness.

In a study performed by Elnabawy, (2021) to examine the influence of training and employee motivation on EP in universities in Pakistan. The data was taken from (118)

university employees. The study results demonstrated that there is a positive effect of employee training and motivation on employee performance.

Similarly, Hartono and Nurwati, (2021) examined the effect of compensation and motivation on EP in Hotel XYZ Jakarta using a sample of employees that consists of (120) employees using survey design and the quantitative research approach. The study results demonstrated that there is a positive and significant effect of compensation and JS on employee performance. Likewise, the study results found that there is a positive and significant effect of compensation and motivation on JS. Likewise, employee motivation, JS, and compensation have positive influence on employee performance.

2.3.2.6 Employee Commitment

Employee commitment is an interesting determinant of employees` performance, when the employees are dedicated to their organization, they will love it and work hardly to achieve the objectives of the organization efficiently and effectively. Thus, they will integrate the objectives of the organization with their personal interests and objectives and achieve the requirements and expectations of the work. So that, employee commitment is an interesting factor that influences EP at workplace (Hartono and Nurwati, 2021).

2.3.2.7 Organization Structure

Several researchers demonstrated a positive correlation between organization structure and employee performance. According to Hassan, Anwar, Rafique and Saeed (2014) there is a positive effect of organization structure on EP and creativity. Moreover, Kampini (2018) found a positive effect of organizational structure on employee performance.

Thus, building a strong and effective organization structure increases employee performance. Likewise, Shabbir (2017) found a positive correlation between organization structure and EP at Nigerian brewing firms. Thus, organizations have to develop organizational structure that align with all business units and component parts to increase employee performance.

2.3.2.8 Teamwork

The organization is a formal collection of different persons with common objective and purpose. The organization consists of a number of employees from different backgrounds who have common objectives, cultures, beliefs, and agenda. In each organization there are several departments that consists of teams of professionals who have to work together to achieve the objectives of the organization. In a study performed at Michigan State University (2019) argued that the arrangement of work around teams who have common ideas can promote employees` performance, increasing employees` retention and increasing collaboration among employees.

Saad and Abbas (2018) argued that the arrangement of work around teams will increases EP and it helps to create an efficient organizational structure in which each individual is able to create an alignment between his competencies and the task that they have to accomplish. Thus, employees can easily recognize complementarities between their activities and the consequences and output of their performance as well as the performance of the organization. Likewise, teamwork is interesting to improve employee and team learning that affects positively organization performance. Likewise, Salihu, Salihu and Musa

(2016) argued that there is a positive influence of teamwork on EP as team work increases employees` involvement and increasing employee productivity.

2.3.3 Theories of EP

There are a number of theories that explain the employees` performance, herein some of these theories:

2.3.3.1 Ability- Motivation- Opportunity (AMO):

The most common theories that explained the EP are: Ability- motivation- opportunity (AMO), the job characteristic, and the socio-technical theories.

MacInnis and Jaworski presented AMO in 1989. This theory argued that the ability, motivation, and opportunity are the most significant constructs that affect EP at workplace with a special emphasize on motivation as an interesting determinant of employee performance. This theory argued that motivation is the essential driver that leads employees to work hardly to achieve the individual as well organizational goals and objectives. Meanwhile, opportunity presents the contextual or environmental instruments that are beneficial to perform expected goals and objectives or behavioral outcomes. However, there are a number of factors that influence negatively on the ability of the business to achieve the assigned goals and objectives such as opportunity, time constraints, the size of repetitions in the processes (MacInnis & Jaworski, n.d.).

Thus, based on the notions of the AMO, there is a direct relationship between management of human resources and EP at workplace. Thus, a good and accepted mixture of ability, motivation, and opportunities helps organizations to accomplish the assigned goals

and objectives efficiently and effectively. Thus, the most common factors that influence EP are satisfactory reward and compensation, efficient leadership behavior and style, employees training and development, mentoring, coaching, and participation of employees in decision making.

2.3.3.2 Job Characteristics Theory

The job characteristic theory stands on several assumptions of the relationship between job characteristic, psychological statuses, and performance variables knowledge of the results of work activities, a sense of responsibility for work results, and an awareness of the meaningfulness of work are the main psychological states that predict work motivation, satisfaction, and productivity.

The power of these states integrated is expected to be a linear relationship with all the measures of performance. The psychological states are expected by the degree to which the job has specific job characteristics. Proficient significance is expected by skill diversity, task distinctiveness and task importance. Proficient accountability for results is expected by job autonomy. Awareness of consequences is expected by the amount to which the job itself delivers feedback to the employee about his or her performance.

The most effective ways to influence EP under this theory are introducing some changes in job characteristics such as the change in work content, increasing the diversity of employees` tasks and operations such as using job enrichment and job enlargement, and job rotation, promoting better social relations among managers, supervisors, and employees within the organization.

2.3.3.3 Social Exchange Theory

Social exchange theory is one of the mostly used theories to explain EP at workplace. Blau presented this theory in (1968). This theory argues that there is a necessity to understand and analyze the determinants that influence employee performance. Based on this theory, businesses share resources and offer facilities and support to employees to exert their efforts to achieve the desire goals and objectives of the organization (Saleem et al., 2021).

In light of this theory, EP is very interesting for any business to success as it is perceived as the result of the work of employees in the company. According to Yasa et al. (2020) performance is a record of produced results and outputs due to a particular job function or activity throughout a particular period of time.

According to the social exchange theory, EP is an interesting factor that affects the organizations` success and performance as it increases effectiveness and efficiency of activities in the organization (Nakamura et al., 2022). Furthermore, there are several indicators of EP such as the quantity and the quality of the performed work by the employee.

2.3.3.4 Knowledge Based Theory

In the notions of the knowledge based theory, knowledge is an interesting resource that influences all the firms` resources and competencies. It integrates the movement of other organizational resources. Thus, the resources of the organization become more valuable (Lee, 1991). This theory argue that the resources have no value without knowledge. As knowledge refers to the subject of several separate studies related to organizational learning, administrative cognition, and technology management.

Grant (1996) is the first study that explored the intellectual resources theory. This study based on four interesting assumptions that are: Businesses use knowledge in creating products either good or services, Knowledge is the utmost significant strategic resource for any organization, businesses and organizations created as markets themselves do not have the aptitude to integrate the specified knowledge of each person. Thus, this integration is the firms` administrative function. The knowledge resource theory argued that despite there is cooperation in the organization, integrating specialized knowledge is complicated issue.

Grant (1996) argued that there are several instruments that organizations can utilize to integrate the specialized knowledge of the employees in it. The simple instrument is to set specific rules, policies, guidelines, and accepted conventions to integrate the different specialized knowledge. Also, organizations can utilize self-adjust, coordinate, and support each other to perform the desired goals and objectives. However, Grant (1996) suggested that businesses practice problem solving and decision making in teams to create a coordination among each group and the other groups in the organization to achieve the objectives of the organization.

This theory focuses significantly on the level of coordination among the different departments in the organization, organizational structure, the level of centralization or decentralization in the organization, and function of the management.

2.3.3.5 Ethical Climate Theory

Victor and Gullen (1988) are the first researchers who studied the ethical climate theory by integrating the operational research on ethical development that was written by Kohlberg (1984) and the operational sociological theories organization that was written by Schneider (1983). According to Victor and Gullen (1988), ethical climate refers to the common perception in the organization of what is the right and appropriate behavior and the way that business can control the settings associated to it concerning ethical matters.

According to Mayer et al. (2009) that there are at least two vagueness in the concept of Victor and (1988) as they utilized right and reasonable behavior but they did not obviously clarify what is correct and reasonable behavior according to social standards or in diverse kinds of businesses. That is how organizations can specify the right and appropriate behavior, and the other comment is that an ethical climate refers to a particular type of environment in the organization.

This means that the ethical environment is associated to particular issues inside the organization such as climate concentrates on the feelings, attributes and perception of employees concerning the organizations` policies, motivate, actions, and processes that encourage human resources in the organization.

Based on the ethical climate theory ethics principles are interesting to give the organizations to specify right and wrong decisions and processes in the organization. The most interesting business ethics principles are:

1. **Honesty and transparency** as businesses and organizations should be honest and transparent in doing their transactions with customers and the different stakeholders, the existence of a good level of honesty and transparency principles in the organization promote trust and long lasting relationship between the organization and the different stakeholders.
2. **Respect of the different stakeholders:** Another interesting business ethics principle is the respect for partners that includes respect for business partners such as respect for customers, suppliers, human resources, and the society as a whole such as listening to their suggestions and building a respect to the customers and fairness of treatment.
3. **Social responsibility** is also an interesting concept that has received great involvement and interest from businesses and organization to increase employees' performance as well as improving the corporate financial performance as studies demonstrated a positive effect of CSR on performance of promoting through promoting ethical behavior among employees. Thus, organizations have realized the importance of adopting and implementing several initiatives and projects that support the community and the society as a whole, protecting the rights of employees, promoting ethical practices and conducts, offering a safe working conditions and environment.
4. **Services Quality:** business ethics needs organizations to involve in ensuring the quality of offered products and services. This indicates that achieving customers' needs and wants, keeping promises and delivering, and treating customers fairly and honestly.
5. **Compliance with the law:** compliance with the law is an interesting business ethics it denotes to the compliance of the firm with the regulations and laws in the country as well as the instructions of the controlling and supervisory organizations.

2.3.4 Measuring Employee Performance

Nigussie (2018) emphasized that performance includes both the physical and mental aptitude of employees to perform responsibilities in an accurate manner that may be rated as High, Medium, and low scale. There are basically two major elements for EP measurement that are outcome elements and action elements. The action element is based on behavior scale considered as being in line with work conditions and definition of the job. Moreover, the selective behavior is a method to perform objectives that work as the subsequent measurement or performance aspect.

Nigussie (2018) found a strong correlation between EP and organization performance as efficient and highly satisfied employee are able to drive organizations` sustainability and success.

There are a number of studies to measure the EP either from quantitative metrics or qualitative measurements. Vulpen (2018) of the academy of innovative HR Analytics Suggest EP metrics that ranges from Management by Objective to overtime per employee.

According to Silverstein (2018) most of the quantitative metrics are subjective. Therefore, EP measures ought to be assigned by management or it ought to be a combination of measures from various managers and peers.

In line with Silverstein (2018), Na-Nan, Chaiprasit and Pukkeeree (2018) used a quantitative scale to measure EP from the employee perspective based on Likert scale from five degrees to examine the opinion and views of (260) workers who are working at the car parts assembly line in Thailand. The survey consists of (13) constructs that cover three

dimensions that are: “job time, job quality and job quantity”. This scale proved its reliability and validity in a number of developing countries.

2.4 Previous Studies

1. Studies examined the effect of EGM on employee performance

Daily, Bishop and Steiner (2007) investigated the correlation between green incentives and EP of (437) employees of a large scale businesses in the aerospace industries in USA. The study results confirmed that there is a positive influence of EGM on employee performance. Likewise, Sedarmayanti (2014) examined the influence of EGM on employee performance, the study demonstrated that nonfinancial EGM such as inclusive work structure and supportive leadership influence positively financial performance.

In a study of Al- Doghan and Zakariya (2022) found a positive influence of EGM either financial motivation or nonfinancial motivation on employee performance. Besides, Elvina and Chao (2019) found a positive effect of extrinsic and intrinsic motivation on employee performance.

Besides, Kehman (2016) found a positive influence of employee motivation, JS, skills and reward on employee performance. Likewise, Ekundya and Babaloea (2018) found a positive influence of green monetary and nonmonetary incentives on employee performance.

Huo et al (2022) found a positive influence of EGM such as effective leadership, leadership style, communication, organizational support, employees` participation in decision making on employee performance. Moreover, Li et al. (2015) demonstrated

that a green work motivation confirms that employees are conscious of environmental issues and they able to transform them into productive work results and increasing the individual and organization performance efficiently.

In a study performed by Alshammari et al. (2020) examined the effect of green HRM on EP at the Union Food Industries Company in Iraq using the quantitative research approach using the survey design that was administered to a sample of (250) employees. The study found that there is a positive influence of EGM on employee performance. Likewise, Renwick et al. (2016) found a positive influence of EGM through financial and nonfinancial reward and compensation on employee performance.

2. Studies examined the effect of EGM on JS

Akinosla and Fagbola (2020) examined the effect of green HRM on EP through using a systematic literature review. The data was obtained from several articles, governmental publications, and industry reports, the study found that green reward and compensation, training and development, and green recruitment and selection have positive effect on employee performance. Furthermore, Jena and Pradhan (2019) found a positive effect of green HRM such as employee training, green recruitment, and employee motivation on employee performance.

Gupta and Tiwari et al (2019) explored the effect of green HRM on EP in the Indian textile industry. The study found that EGM has a positive influence eon employee performance. Moreover, Khandekar and Sharma (2019) found that there is a positive influence of EGM on EP. Moreover, Suresh and Nagarajan (2018) examined the effect

of green organizational citizenship behavior on employee performance. The study also revealed a positive influence of EGM on EP.

Singh and Giri (2018) examined the influence of green HRM on EP in pharmaceutical firms in India. The study found that there is a positive influence of EGM on EP at, higher JS, and employee participation. Moreover, Gupta and Bhatnager (2018) examined the influence of motivation on EP at Indian hospitality industry. The study found that there is a positive influence of EGM on EP as the study found that implementing EGM inspires EP, JS, and employee commitment.

Miah (2018) found a positive influence of motivation on employee satisfaction and the most interesting factors that trigger employee JS are career opportunities, teamwork, job influence, and job challenge.

3. Studies examined the effect of JS on employee performance

Triwahyuni (2017) argued that employee who do not have a high level of JS will make employee lazy, inefficient and ineffective in their organizations, decreasing employee performance, increasing work interruptions and strikes, and increasing employee turnover. Furthermore, Triwahyuni (2017) found that there is a positive effect of employee JS on their performance as employees who have good level of motivation have more potential to accomplish their tasks and duties efficiently at the given time, decrease errors and damage, and decrease employee turnover.

AmriHanura et al (2023) examined the effect of the implementation of work from home policy and employee performance, the study found that there is a positive effect of JS, work motivation on employee performance.

Alamdar et al (2011) examined the influence of JS on EP in automobile Medical institutions in Pakistan. The data was taken from a sample of (200) doctors, nurses, and administrative employees using survey design. The study revealed that JS, job safety and security, pay, and promotion have a positive influence on employee performance.

Pushpakumari (2008) revealed a positive influence of JS on EP in Istanbul as the researchers used the quantitative research approach and the survey design. The data was obtained from a sample of professionals, managers, and employees in (20) private sectors firms in five economic sectors.

4. Studies examined the mediating effect of JS on the effect of EGM on EP.

A number of researchers have examined the mediating effect of JS on the effect of EGM on employee performance. These studies in general found that JS mediates the effect of EGM on EP as EGM influences significantly perceived sense of responsibility of human resources, better motivation, and improving working conditions (Dechant & Altman, 1994; Renwick et al., 2013). Likewise, Endeshaw (2023) found that JS partially mediates the influence of EGM on EP in Tikur Anbessa Hospital in Ethiopia using the quantitative research approach and the data was taken using survey design.

In a study performed by Gu et al (2022) found that JS mediates the influence of motivation with special focus on nonphysical environment on employee performance.

However, Sah and Pokharel (2022) found that JS does not mediate the effect of EGM on employee performance. Besides, Maulidiyah and Ilahi (2020) found that JS mediates the relationship between the nonphysical environment and employee performance.

Khosorowshahi and Nejad (2014) found that JS mediates the effect of EGM on EP in private secondary school teachers in Metro-Manla.

Comments on Previous Studies

1. The previous studies basically focused on analyzing the effect of EGM on employee performance, the effect of EGM on JS, the effect of JS on employee performance, and the mediating role of JS on the effect of EGM on employee performance.
2. Most of previous studies were conducted in western context. However, there is a dearth of studies that examined this topic in Palestinian context.
3. Most of previous studies followed the quantitative research using survey design.

Chapter Three

Research Design and Methodology

3.1 Introduction

This section presents the research design and methodology in this thesis. It presents an in depth and explanation of the research approach, research design, data collection methods, population and sample, Furthermore, it demonstrates validity and reliability of the instrument, data analysis methods, and ethical considerations.

Generally, the methodology is associated with selecting the best research approach and design to follow to perform this study to achieve the study objectives, answer the specified questions, and examine the hypotheses of the study (Ghauri, 2004). Whereas, research design is “a plan of the study outlines the logical problem of the study. Therefore, selecting the proper dimensions and units of the phenomenon to be examined.

3.2 Research Approach

This study aims to examine the moderating role of the JS on the effect of EGM on the EP at banking institutions in Palestine. Basically, this study follows the quantitative research approach. A methodology refers to t5he specified framework that relates to the entire process of performing a study. Meanwhile, research design is a specified plan of action that integrates the philosophical assumptions to particular methods (Creswell & Plano Clark, 2018).

The most common used research design are the descriptive, experimental, survey, and ethnography methods. Whereas, the research methods are more accurate as they are

specified approaches and techniques of obtaining data and information and analyze them efficiently for instance, quantitative methods using standardized tools, qualitative research approach using themes analysis, and mixed research methodology that integrates the use of standardized questionnaire and thematic analysis of text data.

This study follows the quantitative research approach that includes obtaining numerical data that can be quantified and subjected to statistical analysis (Creswell & Plano Clark, 2018).

The researchers used the quantitative research approach to quantify the issue or the problem of the study by way of creating numerical data and information that can be transformed into practical statistics and numerical data. This approach is usually utilized to study individuals' perspectives, attitudes, opinions, perceptions, and behavior. Then, generalizing the results of the study for the entire population or the target population in the study. The most common used methods to obtain quantitative data are surveys, E. questionnaires, and paper surveys (Mangan et al., 2004).

The most interesting attributes of the quantitative research design that it allows for a broader study, it involves a large number of studied sample, and supports the generalizability of the study findings. Moreover, it gives the researchers the opportunity to compare the current study findings with the previous studies to show the similarities and differences and to examine the hypotheses of the study.

3.3 Data Collection Methods

There are two sources of data collection methods in this study that are:

Secondary data collection methods that are data existence previously relevant to the topic of the study (Mangan et al., 2004). The secondary data exists in articles, journals, publications, books, websites, and databases either locally or international studies in the field of the green behavior, employee performance, and JS. The secondary data is interesting to write the literature review, develop the framework of the study, develop the questionnaire design, and compare the results of the current study will the results and findings of previously performed studies.

Primary data collection methods are original data obtained to answer the research questions, achieve the objectives of the study, and analyze the hypotheses of the current study. The researcher will obtain the primary data through using online survey design.

The questionnaire consists of the following sections:

Section (1): personal and demographic questions: it consists of seven variables that are: gender, age, academic achievement, duration of experience in the bank, job title, nature of the bank, and name of the bank.

Section (2): JS and the researcher used Minnesota Satisfaction Questionnaire (MSQ) that consists of (20) statements.

Section (3): EGM of Human resources and it consists from the following constructs:

- 1 Employee Green Attitude (EGA) that refers to a practical or judgmental response to attitudes toward green practices. It consists of (5) statements

- 2 EGB that refers to a conscious effort by an individual to decrease the impacts of human actions on the environment. It consists of (7) statements
- 3 External regulation: “The desires for behavior that results in the growth of external self-esteem indicators, improved social standing or financial gain”. It consists of (5) statements.
- 4 Identified regulation: “An independent type of extrinsic motivation that have been completely integrated into the self, which implies they have been reviewed and aligned with the individual's values and wants. It enables the achievement of critical goals and is motivated by personal beliefs and priorities”. It consists of (5) statements
- 5 Intrinsic Motivation: activities naturally exciting or rewarding. It consists of (5) statements
- 6 Introjected regulation (INR): “A marginal internal motivation that encourages individuals to undertake the implicit outcomes of pleasing in or renouncing from identified behavior”. It consists of (5) statements.
- 7 Integrated regulation: It includes appealing in behaviors consistent with several objectives and principles. It shows an employee's desire to involve in an accurate act as they consider it will support them construct a stronger sense of self. It consists of (5) statements.

Section (3): Employee performance: It has three constructs that are:

- 1 Job Quality: includes achieving the specified standards and principles with respect to the obtaining, creation, quality inspection and delivery of goods and services. It consists of (5) statements.
- 2 Job quantity refers to the units of output produced by employees' behaviors, such as the product quantity, waste quantity and sales figures. It consists of (4) statements.
- 3 Job time concerns the amount of time required to complete work-related activities in relation to the difficulty of the tasks. It consists of (4) statements.

The researcher used Likert scale from five degrees to measure the extent of each statements agreement that are (5): strongly agree; (4): Agree; (3) neutral, (2) disagree, and (1): Strongly Disagree.

3.4 Population and Sample

This study examined the moderating role of JS on the effect of EGM on the EP in banking institutions in Palestine. The target population consists of employees and managers at banking institutions in Palestine.

The target population in this study is banking sector employees. The researcher targeted the banking institutions since these institutions act an essential role in financing sustainability initiatives through providing the required financial resources to conduct environmentally friendly projects through directing funds toward green industries for instance financing renewable energy, sustainable agriculture, and decreasing carbon footprints. Moreover, several regulatory organizations and governments enforce stricter

environment standards and regulations. Thus, banking institutions have to adapt these standards that can enhance them to adopt greener practices in their activities and investment decisions. Likewise, adopting green motivation in banking institutions can improve and enhance the reputation of banking institutions and brand image. Additionally, by implementing a green focus and green initiatives can act an essential role in fostering economic development and growth.

According to association of banks in Palestine, the number of employees in banking institutions in Palestine is (6895) employees of whom (88) are top level managers, (1270) middle level managers, (5537) are employees that they are executive employees. Moreover, the statistics present that most of employees they have bachelor degree as their number is (5966) employees, whereas, (400) employees they have master degree, (5) employees they have PhD. Degree, and (96) employees they have secondary school or less. Furthermore, there are (4148) males compared to (2747) who are females. Most of employees are in the category age 25-35 years as their number is (3248) vs (822) in the range of (less than 25) years, (1911) employees in the range of (35-45) years, (745) employees in the range of (45-55) years, and (169) employees over 55 years.

The researcher used the sample size calculator to measure the appropriate size of the sample using confidence interval (5) and confidence level (95%). The calculated sample size is (364). The researcher obtained (351) valid questionnaire. Thus, the response rate is (96%). The justification of this high this response rate that the questionnaire was clear and its was presented with concise communication about the objective of the study and its purpose.

Likewise, the studied sample may have felt that their participation in filling the questionnaire would lead to considerable changes of improvement in their internal as well as their external environment. Furthermore, the topic of green motivation is very relevant to the respondents and they perceive a connection to their experiences or interests. Additionally, the studied sample were carefully selected to include employees and managers who are more expected to respond. Thus, the unit of the study is the employee or manager in banking institutions as all of them are at the end are employees in their institutions. The researcher send several follow up reminders to participants to increase the response rate. Eventually, the researcher ensured the studied sample that their participation and responses are secret and confidential can encourage employees to share their honest opinions without fear of repercussions.

Since inexistence a list of employees in banking institutions in Palestine. The study followed the judgmental non probability sampling selection method to select the sample of the study. Additionally, the researcher exerts great efforts to obtain the data to reach out to human resources across the different banking institutions in various location.

Table (1) shows the distribution of the studied sample based on gender. The analysis shows that (51.7%) of employees are males compared to (48.3%) who are females. Additionally, according to the distribution of the studied sample based on category age, the analysis shows that (45.7) employees in the category of less than 30 years, (33.5%) in the category of (30 less than 40 years), (14.2%) in the category of (40 - Less than 50 years), and (6.5%) are in the category of (50 years and above).

According to academic achievement (4.8%) they have diploma or less, (75.6%) they hold bachelor degree, and (19.6%) they hold postgraduate studies. Meanwhile, according to the distribution of the studied sample based on experience, the analysis shows that (41.5%) they have less than (5) years of experience, (28.7%) they have (5 less than 10 years), (12.8%) they have (10- less than 15 years), (10.8%) they have (15-less than 20) years, and (6.3%) they have more than 20 years of experience.

The analysis also demonstrates that (70.5%) they are employees, (9.4%) they are head of division, (1.7%) they are assistant general managers, (7.7%) they are head departments, (2.3%) they are supervisors, and (8.5%) they are assistant head departments.

According to the nationality of the bank, the analysis shows that (79.8%) they work at local Palestinian banks compared to (20.2%) who work at foreign banks. Eventually, (67.3%) they work at conventional banks compared to (32.7%) who work at Islamic banks.

Table 1 Distribution of the sample obtained based on the demographic variables

Variable	Scale	Frequency	Percentage
Gender	Male	182	51.7
	Female	170	48.3
	Total	352	100.0
How older you in years	Less than 30 years	161	45.7
	30 - less than 40 years	118	33.5
	40 - Less than 50 years	50	14.2
	over 50 years	23	6.5
	Total	352	100.0
Academic achievement	Diploma or below	17	4.8
	Bachelor degree	266	75.6
	Post graduate studies	69	19.6
	Total	352	100.0
	Less than 5 years	146	41.5
	5- less than 10 years	101	28.7

How Many years they have worked in banking	10- less than 15 years	45	12.8
	15 - Less than 20 years	38	10.8
	20 years or above	22	6.3
	Total	352	100.0
Job title	Employee	248	70.5
	Assistant head department	30	8.5
	Head of division	33	9.4
	Head Department	27	7.7
	Supervisor	8	2.3
	Assistance general manager	6	1.7
	Total	352	100.0
You are working at	Palestinian local bank	281	79.8
	Foreign bank	71	20.2
	Total	352	100.0
Nature of the bank	Conventional Bank	237	67.3
	Islamic Bank	115	32.7
	Total	352	100.0

3.5 Validity and Reliability

Validity refers to the degree to which the instrument is able to measure the desired objective of the study or what it intends to measure. The study utilized several techniques to estimate the validity and reliability of the instrument. According to the validity measurement, the study estimated the internal validity as well as the external validity of the instrument.

External validity was measured using a panel of experts in business administration and Human Resource management as well as using a pilot study that consists of (30) banking institutions employees and managers from various banking institutions, both males and females, and from different categories of ages. The pilot study helps the researcher to remove any vagueness in the statements of the instrument before starting actually to obtain the data from the required sample.

Thus, the content validity is interesting to find the degree to which each item of the instrument serves the objective. This study used a qualified expert opinion to obtain an objective result in the calculations to be made for specifying the content validity. Additionally, the construct validity refers to the extent to which the questionnaire measures the concept, behavior, idea, or quality a theoretical construct.

Face validity refers "To the subjective decision based on the feelings, thoughts, and intuitions about the functioning of the measuring instrument" (Kaplan & Saccuzzo, 2017). The study performed the face validity of the instrument by expert staff and a number of business administration and HRM departments.

According to the measurement of the internal validity of the instrument, the study utilized Pearson correlation to estimate the relationship between each statement of the questionnaire and the mean of the dimension that the statement belongs to. The analysis shows that all the statements of the instrument were significant at significant level ($p \leq 0.05$).

The extent of JS in banking institutions in Palestine.

Table 2 Pearson correlation of the extent of JS in banking institutions in Palestine

No.	Statement	N	Correlation	P value
1.	My job gives me the opportunity to be creative in my field of work	352	.417**	0.000
2.	My job gives me independence in work and decisions.	352	.481**	0.000
3.	My job provides me with opportunities to acquire new skills and experiences.	352	.333**	0.000

4.	My job gives me a good social status and position that matches my ambitions.	352	.386**	0.000
5.	The respect of your superiors at work for your professional suggestions and opinions.	352	.339**	0.000
6.	The extent to which the bank officials respect and appreciate your efforts at work.	352	.374**	0.000
7.	The objectivity of the evaluation of your work by the officials.	352	.331**	0.000
8.	The feeling of job security in your job.	352	.363**	0.000
9.	The bank provides me with an opportunity for advancement and promotion.	352	.377**	0.000
10.	The bank's keenness to train human resources in the bank.	352	.265**	0.000
11.	Meetings and meetings held with direct managers at work.	352	.356**	0.000
12.	The bank's management treats all employees fairly and equally.	352	.397**	0.000
13.	My salary is commensurate with the volume of work I perform.	352	.253**	0.000
14.	My job provides me with an opportunity for professional development.	352	.380**	0.000
15.	The freedom to use my personal judgment.	352	.330**	0.000
16.	The opportunity to try new ways of performing the job I do.	352	.234**	0.000
17.	The availability of the necessary office tools for work (telephone, fax, printer, etc.)	352	.327**	0.000

18.	My personal relationship with my colleagues at the bank.	352	.309**	0.000
19.	Collaborate with colleagues to solve technical problems at work.	352	.330**	0.000
20.	My job provides me with opportunities to exchange information and experiences with colleagues.	352	.388**	0.000

The analysis shows that all the statements are valid as p values is 0.00 for all the statements of the dimension.

The extent of EGA in banking institutions in Palestine?

Table 3 Pearson correlation for all the statements of the EGA

o.	Statement	N	Correlation	P value
1.	I support green behavior in the workplace.	352	.904**	0.000
2.	I think it is a great idea to encourage employees to practice green behavior at work.	352	.917**	0.000
3.	I think it is necessary to practice green behavior in the workplace.	352	.920**	0.000
4.	I encourage my colleagues at work to express their opinions on issues related to preserving the environment.	352	.886**	0.000
5.	I encourage environmentally friendly practices in the bank where I work.	352	.786**	0.000

The analysis shows that all the statements are valid as p values is 0.00 for all the statements of the dimension.

The extent of EGB in banking institutions in Palestine.

Table 4 Pearson correlation for all the statements of the EGB.

No.	Statement	N	Correlation	P value
1.	I make sure to turn off the air conditioner when I leave the workplace	352	.780**	0.000
2.	I print and photocopy documents on both sides	352	.832**	0.000
3.	I use water sustainably for drinking and cleaning (reduce water waste, reuse and recycle when possible)	352	.768**	0.000
4.	I turn off my computer/laptop/devices when I leave the workplace for an extended period	352	.869**	0.000
5.	I turn off the lights when I leave my office for a short period and when no one is around	352	.363**	0.000

The analysis shows that all the statements are valid as p values is 0.00 for all the statements of the dimension.

The extent of Identified regulation in banking institutions in Palestine

Table 5 Pearson correlation for all the statements of the identified regulation

No.	Statement	N	Correlation	P value
1.	I believe that one of the duties of a dedicated employee is to practice environmentally friendly behavior.	352	.883**	0.000
2.	I believe that my sense of the importance of achieving sustainability is my main motivation to practice environmentally friendly behavior.	352	.900**	0.000
3.	Having respect and appreciation from my colleagues for practices that aim to preserve the environment is my most important motivation to practice environmentally friendly behavior.	352	.871**	0.000
4.	Having respect and appreciation from the community for the value of preserving the green environment is my most important motivation to commit to environmentally friendly practices.	352	.602**	0.000

The analysis shows that all the statements are valid as p values is 0.00 for all the statements of the dimension.

Introjected regulation in banking institutions in Palestine.

Table 6 Pearson correlation for all the statements of the introjected regulation

No.	Statement	N	Correlation	P value
1.	I am keen to adhere to environmentally friendly behaviors because I feel happy and pleased while doing so.	352	.850**	0.000
2.	I feel a sense of belonging to the community in which I live as a result of my commitment to environmentally friendly practices.	352	.869**	0.000
3.	I feel satisfied with myself if I take action to preserve the environment.	352	.905**	0.000
4.	I feel proud if I practice environmentally friendly practices.	352	.886**	0.000
5.	I am keen to practice environmentally friendly behaviors so that I create a feeling that I am a good citizen with the bank's management.	352	.844**	0.000
6.	My keenness to adhere to environmentally friendly practices makes me feel respected and appreciated for myself.	352	.604**	0.000

The analysis shows that all the statements are valid as p values is 0.00 for all the statements of the dimension.

The integrated regulation in banking institutions in Palestine.

Table 7 Pearson correlation for all the statements of the integrated regulation.

No.	Statement	N	Correlation	P value
1.	I can show my identity as a good citizen through environmentally friendly behavior	352	.901**	0.000
2.	Green behavior has become part of my lifestyle	352	.912**	0.000
3.	Green behavior is an essential part of my personality (e.g., “Caring for the environment is an integral part of my life”)	352	.871**	0.000
4.	It is important to me to do something important that is environmentally friendly on a regular basis.	352	.392**	0.000

The analysis shows that all the statements are valid as p values is 0.00 for all the statements of the dimension.

The extent of quality of work in banking institutions in Palestine

Table 8 Pearson correlation for all the statements of the quality of work.

No.	Statement	N	Correlation	P value
1.	Commitment to implement the duties and instructions required of me.	352	.839**	0.000
2.	I am keen to apply modern methods in work to solve the problems I face.	352	.859**	0.000
3.	I am keen to implement the tasks required of me with high efficiency.	352	.701**	0.000
4.	I have the commitment and desire to work outside working hours to complete the tasks assigned to me.	352	.746**	0.000
5.	I participate in seminars and workshops related to the work I do in the bank.	352	.705**	0.000
6.	I am keen to continuously improve my professional performance in the bank.	352	.689**	0.000
7.	I have the skills required to complete the work with high efficiency.	352	.419**	0.000

The analysis shows that all the statements are valid as p values is 0.00 for all the statements of the dimension.

The extent of quantity of work in banking institutions in Palestine

Table 9 Pearson correlation for all the statements of the quantity of work.

No.	Statement	N	Correlation	P value
1.	The volume of banking services provided by the bank is consistent with the number of employees in the bank	352	.627**	0.000
2.	The bank management is committed to achieving the items of the specified estimated budget in terms of the volume and diversity of banking services provided to customers.	352	.687**	0.000
3.	I have clear and specific goals that I must work to achieve	352	.754**	0.000
4.	I use the available resources in the bank in the best possible way.	352	.773**	0.000
5.	I am willing to make an effort and give in order to provide the best banking ideas to the bank.	352	.808**	0.000
6.	I am keen to be dedicated and serious in bearing responsibility for my work.	352	.795**	0.000
7.	I am keen to accomplish the tasks required of me to the required extent.	352	.767**	0.000
8.	I am keen to work in the spirit of one team.	352	.755**	0.000
9.	The policies and procedures followed in the bank contribute to completing work efficiently and effectively.	352	.635**	0.000

The analysis shows that all the statements are valid as p values is 0.00 for all the

The extent of timeliness of work in banking institutions in Palestine.

Table 10 Pearson correlation for all the statements of the timeliness of the work.

No.	Statement	rank	N	Mean
1.	The work required of me is carried out according to the monthly and annual plans set at the beginning of each year.	352	.801**	0.000
2.	I ensure that the tasks required of me are completed in a timely manner.	352	.821**	0.000
3.	I ensure that I manage my time effectively.	352	.862**	0.000
4.	Services are provided to clients in a timely manner	352	.823**	0.000
5.	Tasks are usually completed on time	352	.760**	0.000

The analysis shows that all the statements are valid as p values is 0.00 for all the statements of the dimension.

Reliability

Reliability of the instrument refers to the consistency of the instrument to provide the same results if the study conducted several times or in various locations. The most common method to estimate the reliability of the instrument is to use Cronbach alpha technique. According to Cronbach who developed this measure in (1951) the value of Cronbach's alpha coefficient is in the range of (0-1).

The Cronbach alpha is high when the Cronbach's alpha coefficient is greater than (0.90). whereas, the instrument has internal consistency when the Cronbach's alpha coefficient in the range of (0.70-0.90), while, its acceptable when the Cronbach's alpha coefficient is in the range of (0.60 -0.70). the instrument is weak, when it is in the range of (0.50-0.60) eventually, it has no internal consistency when Cronbach alpha is less than (0.50).

As the analysis shows that the extent of reliability in this questionnaire is (0.96) that is a high reliability. Besides, the analysis shows that the range of the reliability is in the range of (0.827 – 0.929).

Table 11 Cronbach alpha coefficients for each dimension of the questionnaire

Dimension	N of Items	Cronbach's Alpha
JS	20	0.918
EGA	5	0.929
EGB	4	0.827
Identified regulation	4	0.894
Introjected regulation	6	0.929
Integrated regulation	4	0.906
Job Quality	7	0.859
Job quantity	9	0.895
Job time concerns	6	0.896

Total	65	0.960
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3.6 Data Analysis Techniques

The researcher will use SPSS version (29) to analyze the obtained data as this software is one of the most used software in analyzing quantitative data as it is easy to use and extract the results of the study. There are two types of data collection that are:

Descriptive statistics such as frequencies, percentages, means, and standard deviation (SD) to present the characteristics of the studied sample and answer the research questions.

Inferential Statistics using t-test, ANOVA, Pearson correlation, and multiple regression method to estimate the effect of EGM on employee performance. Additionally, examining the role of perceived JS on the effect of the EGM on the EP at banking institutions in Palestine from the perspective of managers and employees.

Chapter Four

Findings of the Study

4.1 Introduction

This chapter presents the results of the study. At first, it presents the answers of study questions using descriptive analysis for the statements and dimensions of the questionnaire to measure the extent of job performance, EGM, and JS in banking institutions in Palestine. Then, analyzing the hypotheses of the study with the required statistical analysis techniques.

4.2 Results Pertaining to the Research Questions

This section presents the descriptive analysis for the answers of the studied sample about the statements of the instrument.

What is the extent of JS in banking institutions in Palestine?

This question aims to measure the extent of the job performance at banking institutions in Palestine.

Table 12 means and SD of the extent of JS in banking institutions in Palestine

No.	Statement	rank	N	Mean	SD	Percentage	Valuation
1.	My job gives me the opportunity to be creative in my field of work	16	352	3.67	0.76	73.35%	High
2.	My job gives me independence in work and decisions.	19	352	3.62	0.76	72.44%	High

3.	My job provides me with opportunities to acquire new skills and experiences.	12	352	3.76	0.71	75.17%	High
4.	My job gives me a good social status and position that matches my ambitions.	14	352	3.69	0.77	73.81%	High
5.	The respect of your superiors at work for your professional suggestions and opinions.	8	352	3.80	0.62	75.97%	High
6.	The extent to which the bank officials respect and appreciate your efforts at work.	7	352	3.81	0.69	76.19%	High
7.	The objectivity of the evaluation of your work by the officials.	13	352	3.74	0.73	74.72%	High
8.	The feeling of job security in your job.	15	352	3.69	0.73	73.86%	High
9.	The bank provides me with an opportunity for advancement and promotion.	10	352	3.80	0.72	75.91%	High
10.	The bank's keenness to train human resources in the bank.	5	352	3.90	0.62	77.95%	High

11.	Meetings and meetings held with direct managers at work.	6	352	3.88	0.60	77.56%	High
12.	The bank's management treats all employees fairly and equally.	18	352	3.65	0.77	72.95%	High
13.	My salary is commensurate with the volume of work I perform.	20	352	3.50	0.87	70.06%	High
14.	My job provides me with an opportunity for professional development.	9	352	3.80	0.63	76.08%	High
15.	The freedom to use my personal judgment.	17	351	3.67	0.79	73.33%	High
16.	The opportunity to try new ways of performing the job I do.	11	352	3.80	0.68	75.97%	High
17.	The availability of the necessary office tools for work (telephone, fax, printer, etc.)	1	352	4.13	0.58	82.56%	High
18.	My personal relationship with my colleagues at the bank.	2	352	4.11	0.62	82.16%	High
19.	Collaborate with colleagues to solve technical problems at work.	3	352	4.09	0.65	81.76%	High

20.	My job provides me with opportunities to exchange information and experiences with colleagues.	4	352	3.95	0.65	79.09%	High
Mean			352	3.80	0.70	76.04%	High

Table (12) shows that there is an overall high-level agreement among the respondents regarding JS in banking institutions in Palestine as the overall mean is (3.80) and the range of the means is between (3.50 – 4.13). The highest mean is for the statement seventeen that is “The availability of the necessary office tools for work (telephone, fax, printer, etc.)” with a mean of (4.13) shows a high level of agreement. While the lowest mean is the statement that is "My salary is commensurate with the volume of work I perform" that has a mean of (3.50) which is also represents a high level of agreement.

What is the extent of the EGM in banking institutions in Palestine?

The study used six constructs to measure the extent of the EGM in banking institutions in Palestine as follows:

Table 13 Means, SD, and percentage of agreement for the extent of EGM in banking institutions in Palestine

No.	Statement	rank	N	Mean	SD	Percentage	valuation
1.	EGA	4	352	3.96	0.61	79.1%	High
2.	EGB	1	352	4.08	0.71	81.55%	High
3.	Identified regulation	5	352	3.90	0.59	77.95%	High

4.	Introjected regulation	2	352	3.93	0.61	78.68%	High
5.	Integrated regulation	3	352	3.96	0.62	79.23%	High
	Mean		352	3.97	0.63	79.30%	High

Table 13 shows that there is an overall high-level agreement among the respondents regarding EGM in banking institutions in Palestine as the overall mean is (3.97) and the range of the means is between (3.90-4.08). The highest mean is for the second dimension that is “EGB” with a mean of (4.08) shows a high level of agreement. While the lowest mean is the third dimension that is "identified regulation" that has a mean of (3.90) which is also represents a high level of agreement.

What is the extent of EGA in banking institutions in Palestine?

This question aims to measure the extent of the EGA at banking institutions in Palestine.

Table 14 Means, SD and percentage of agreement for the EGA

No.	Statement	rank	N	Mean	Std. Deviation	Percentage	Valuation
1.	I support green behavior in the workplace.	5	352	3.91	0.61	78.3%	High
2.	I think it is a great idea to encourage employees to practice green behavior at work.	4	352	3.93	0.67	78.6%	High
3.	I think it is necessary to practice green behavior in the workplace.	3	352	3.95	0.61	79.0%	High

4.	I encourage my colleagues at work to express their opinions on issues related to preserving the environment.	2	352	3.98	0.59	79.6%	High
5.	I encourage environmentally friendly practices in the bank where I work.	1	352	4.01	0.59	80.2%	High
Mean			352	3.96	0.61	79.1%	High

Table 14 shows that there is an overall high-level agreement among the respondents regarding EGA in banking institutions in Palestine as the overall mean is (3.96) and the range of the means is between (3.91-4.03). The highest mean is for the fifth statement that is "I encourage environmentally friendly practices in the bank where I work" with a mean of (4.01) shows a high level of agreement. While the lowest mean is the statement that is "I support green behavior in the workplace" that has a mean of (3.91) which is also represents a high level of agreement.

What is the extent of EGB in banking institutions in Palestine?

This question aims to measure the extent of the EGA at banking institutions in Palestine.

Table 15 Means, SD and percentage of agreement for the EGB

No.	Statement	rank	N	Mean	Std. Deviation	Percentage	Valuation
1.	I make sure to turn off the air conditioner when I leave the workplace	2	352	4.18	0.66	83.69%	High
2.	I print and photocopy documents on both sides	4	352	3.99	0.85	79.89%	High
3.	I use water sustainably for drinking and cleaning (reduce water waste, reuse and recycle when possible)	1	352	4.23	0.69	84.60%	Very High
4.	I turn off my computer/laptop/devices when I leave the workplace for an extended period	3	352	4.06	0.78	81.19%	High
5.	I turn off the lights when I leave my office for a short period and when no one is around	5	352	3.92	0.59	78.35%	High
6.	Mean		352	4.08	0.71	81.55%	High

Table 15 shows that there is an overall high-level agreement among the respondents regarding EGB in banking institutions in Palestine as the overall mean is (4.08) and the range of the means is between (3.92-4.23). The highest mean is for the statement three that is “I use water sustainably for drinking and cleaning (reduce water waste, reuse and recycle when possible)” with a mean of (4.23) shows a high level of agreement. While the lowest mean is the statement that is “I turn off the lights when I leave my office for a short period and when no one is around” that has a mean of (3.92) which is also represents a high level of agreement.

What is the extent of Identified regulation in banking institutions in Palestine?

This question aims to measure the extent of the identified regulation at banking institutions in Palestine.

Table 16 Means, SD and percentage of agreement for identified regulation

No.	Statement	rank	N	Mean	SD	Percentage	Valuation
1.	I believe that one of the duties of a dedicated employee is to practice environmentally friendly behavior.	2	352	3.91	0.55	78.18%	High
2.	I believe that my sense of the importance of achieving sustainability is my main motivation to practice environmentally friendly behavior.	4	352	3.87	0.60	77.33%	High
3.	Having respect and appreciation from my	3	352	3.88	0.64	77.67%	High

colleagues for practices that aim to preserve the environment is my most important motivation to practice environmentally friendly behavior.

4.	Having respect and appreciation from the community for the value of preserving the green environment is my most important motivation to commit to environmentally friendly practices.	1	352	3.93	0.56	78.64%	High
Mean			352	3.90	0.59	77.95%	High

Table 16 shows that there is an overall high-level agreement among the respondents regarding identified regulation in banking institutions in Palestine as the overall mean is (3.90) and the range of the means is between (3.87 – 3.93). The highest mean is for the fourth statement that is “Having respect and appreciation from the community for the value of preserving the green environment is my most important motivation to commit to environmentally friendly practices” with a mean of (3.93) shows a high level of agreement. While the lowest mean is the statement two that is “I believe that my sense of the importance of achieving sustainability is my main motivation to practice environmentally friendly behavior.”. that has a mean of (3.87) which is also represents a high level of agreement.

What is the extent of Introjected regulation in banking institutions in Palestine?

This question aims to measure the extent of the introjected regulation at banking institutions in Palestine.

Table 17 Means, SD and percentage of agreement for introjected regulation

No.	Statement	rank	N	Mean	SD	Percentage	valuation
1.	I am keen to adhere to environmentally friendly behaviors because I feel happy and pleased while doing so.	3	352	3.93	0.59	78.52%	High
2.	I feel a sense of belonging to the community in which I live as a result of my commitment to environmentally friendly practices.	1	352	3.99	0.58	79.89%	High
3.	I feel satisfied with myself if I take action to preserve the environment.	2	352	3.97	0.58	79.32%	High
4.	I feel proud if I practice environmentally friendly practices.	4	352	3.91	0.67	78.30%	High
	Mean		352	3.93	0.61	78.68%	High

Table 17 shows that there is an overall high-level agreement among the respondents regarding introjected regulation in banking institutions in Palestine as the overall mean is (3.93) and the range of the means is between (3.89 – 3.99). The highest mean is for the second statement that is “I feel a sense of belonging to the community in which I live as a result of my commitment to environmentally friendly practices” with a mean of (3.99) shows a high level of agreement. While the lowest mean is the sixth statement that is “My keenness to adhere to environmentally friendly practices makes me feel respected and appreciated for myself.” that has a mean of (3.89) which is also represents a high level of agreement.

What is the extent of integrated regulation in banking institutions in Palestine?

This question aims to measure the extent of the integrated regulation at banking institutions in Palestine.

Table 18 Means, SD and percentage of agreement for integrated regulation

No.	Statement	rank	N	Mean	SD	Percentage	valuation
1.	I can show my identity as a good citizen through environmentally friendly behavior	3	352	3.88	0.63	77.50%	High
2.	Green behavior has become part of my lifestyle	4	352	3.85	0.69	77.05%	High
3.	Green behavior is an essential part of my personality (e.g., “Caring for the environment is an integral part of my life”)	2	352	3.94	0.62	78.86%	High

4.	It is important to me to do something important that is environmentally friendly on a regular basis.	1	352	4.18	0.53	83.52%	High
Mean			352	3.96	0.62	79.23%	High

Table 18 shows that there is an overall high-level agreement among the respondents regarding integrated regulation in banking institutions in Palestine as the overall mean is (3.96) and the range of the means is between (3.85 – 4.18). The highest mean is for the fourth statement that is “It is important to me to do something important that is environmentally friendly on a regular basis” with a mean of (4.18) shows a high level of agreement. While the lowest mean is the second statement that is “Green behavior has become part of my lifestyle” that has a mean of (3.85) which is also represents a high level of agreement.

What is the extent of the EP in banking institutions in Palestine?

The study used three constructs to measure the extent of the EP in banking institutions in Palestine as follows:

Table 19 Means, SD and percentage of agreement for the extent of EP at banking institutions in Palestine

No.	Statement	rank	N	Mean	SD	Percentage	valuation
5.	Quality of work in banking institutions	3	352	4.07	0.61	81.47%	High
6.	Quantity of work in banking institutions	2	352	4.08	0.53	81.55%	High

7.	Timeliness of work	1	352	4.09	0.56	81.88%	High
	Mean		352	4.08	0.57	81.55%	High

Table 19 shows that there is an overall high-level agreement among the respondents regarding EP in banking institutions in Palestine as the overall mean is (4.08) and the range of the means is between (4.07-4.09). The highest mean is for the third dimension that is “timeliness of work” with a mean of (4.09) shows a high level of agreement. While the lowest mean is the first dimension that is "Quality of work in banking institutions" that has a mean of (4.07) which is also represents a high level of agreement.

What is the extent of quality of work in banking institutions in Palestine?

This question aims to measure the extent of the quality of work at banking institutions in Palestine.

Table 20 Means, SD and percentage of agreement for the quality of work

No.	Statement	rank	N	Mean	SD	Percentage	valuation
1.	Commitment to implement the duties and instructions required of me.	2	352	4.20	0.54	84.03%	High
2.	I am keen to apply modern methods in work to solve the problems I face.	1	352	4.22	0.58	84.32%	very high
3.	I am keen to implement the tasks required of me with high efficiency.	6	352	3.96	0.75	79.15%	High

4.	I have the commitment and desire to work outside working hours to complete the tasks assigned to me.	5	352	4.05	0.66	80.91%	High
5.	I participate in seminars and workshops related to the work I do in the bank.	3	352	4.16	0.46	83.30%	High
6.	I am keen to continuously improve my professional performance in the bank.	4	352	4.15	0.56	83.07%	High
7.	I have the skills required to complete the work with high efficiency.	7	352	3.78	0.73	75.51%	High
Mean			352	4.07	0.61	81.47%	High

Table 20 shows that there is an overall high-level agreement among the respondents regarding quality of work in banking institutions in Palestine as the overall mean is (4.07) and the range of the means is between (3.78 – 4.22). The highest mean is for the second statement that is "I am keen to apply modern methods in work to solve the problems I face" with a mean of (4.22) shows a very high level of agreement. While the lowest mean is the seventh statement that is "I have the skills required to complete the work with high efficiency" that has a mean of (3.78) which is also represents a high level of agreement.

What is the extent of quantity of work in banking institutions in Palestine?

This question aims to measure the extent of the quantity of work at banking institutions in Palestine

Table 21 Means, SD and percentage of agreement for the quantity of work

No.	Statement	rank	N	Mean	SD	Percentage	valuation
1.	The volume of banking services provided by the bank is consistent with the number of employees in the bank	9	352	3.88	0.60	77.61%	High
2.	The bank management is committed to achieving the items of the specified estimated budget in terms of the volume and diversity of banking services provided to customers.	7	352	4.06	0.54	81.14%	High
3.	I have clear and specific goals that I must work to achieve	5	352	4.11	0.44	82.22%	High
4.	I use the available resources in the bank in the best possible way.	4	352	4.11	0.48	82.22%	High
5.	I am willing to make an effort and give in order to provide the best banking ideas to the bank.	3	352	4.12	0.49	82.39%	High
6.	I am keen to be dedicated and serious in bearing responsibility for my work.	1	352	4.13	0.51	82.61%	High

7.	I am keen to accomplish the tasks required of me to the required extent.	2	352	4.13	0.54	82.56%	High
8.	I am keen to work in the spirit of one team.	8	352	4.05	0.60	80.91%	High
9.	The policies and procedures followed in the bank contribute to completing work efficiently and effectively.	6	352	4.11	0.56	82.27%	High
Mean			352	4.08	0.53	81.55%	High

Table 21 shows that there is an overall high-level agreement among the respondents regarding quantity of work in banking institutions in Palestine as the overall mean is (4.08) and the range of the means is between (3.88- 4.13). The highest mean is for the sixth statement that is “I am keen to be dedicated and serious in bearing responsibility for my work” with a mean of (4.13) shows a high level of agreement. While the lowest mean is the first statement that is “The volume of banking services provided by the bank is consistent with the number of employees in the bank” that has a mean of (3.88) which is also represents a high level of agreement.

What is the extent of timeliness of work in banking institutions in Palestine?

This question aims to measure the extent of the timeliness of work at banking institutions in Palestine.

Table 22 Means, SD and percentage of agreement about the timeliness of the work.

No.	Statement	rank	N	Mean	Std. Deviation	Percentage	valuation
1.	The work required of me is carried out according to the monthly and annual plans set at the beginning of each year.	1	352	4.17	0.50	83.41%	High
2.	I ensure that the tasks required of me are completed in a timely manner.	2	352	4.15	0.54	83.07%	High
3.	I ensure that I manage my time effectively.	4	352	4.05	0.58	80.91%	High
4.	Services are provided to clients in a timely manner	5	352	4.04	0.59	80.85%	High
5.	Tasks are usually completed on time	3	352	4.06	0.59	81.14%	High
Mean			352	4.09	0.56	81.88%	High

Table 22 shows that there is an overall high-level agreement among the respondents regarding timeliness of work in banking institutions in Palestine as the overall mean is (4.09) and the range of the means is between (4.04 – 4.17). The highest mean is for the fourth statement that is " Services are provided to clients in a timely manner" with a mean of (4.04) shows a high level of agreement. While the lowest mean is the statement that is " The work required of me is carried out according to the monthly and annual plans set at the

beginning of each year" that has a mean of (4.04) which is also represents a high level of agreement.

4.3 Hypotheses Testing

Multiple Regression Analysis

This thesis utilized multiple regression analysis to examine the hypothesized relationships between EGM, JS, and employee performance. The multiple regression analysis is an interesting statistical technique that gives the researchers the opportunity to examine the combined effect of many independent variables— EGM constructs—on one dependent variable—employee performance.

Furthermore, the study used regression analysis to estimate thoroughly the mediating function of JS. This methodology gives the researcher the potential to determine whether JS acts as an intermediary process that interprets the method EGM lead to enhanced employee performance. By utilizing these statistical techniques, this thesis extends the understanding of the complicated relationships between these critical variables and their effect on employee performance.

Multiple Regression Assumptions

This section presents the findings in light of the data analysis performed to examine the assumptions associated to “linearity, homoscedasticity, independence of error terms, normality, and potential multi-collinearity issues”. The tests and plots stated in this section are presented in Appendix E, found by running the initial regression. For this regression, the

EP was the dependent variable. Whereas, the EGM and employee JS were the independent variables.

The Linearity Assumption

This assumption indicates that the relationship between the EGM and JS is a linear function. The researcher used the scatterplots to examine this assumption that presents the correlations between each independent variable – including EGM practices and JS - and the dependent variable that is employee performance. The analysis scatterplot as an interesting analysis of standardized residuals presented linear patterns to the residuals that demonstrated that the entire equation is linear. Additionally, examining the partial regression plot for each EP variable in the regression presented that the associations are practically well-specified.

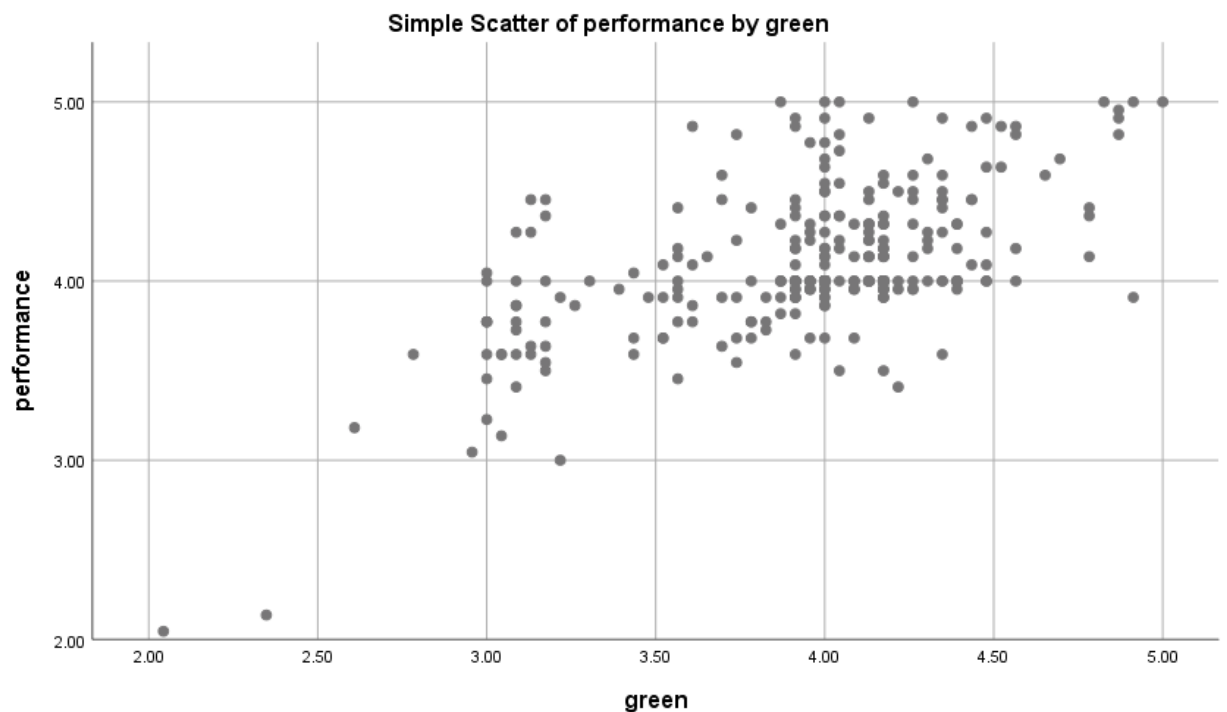


Figure 2 Simple scatter of EP by EGM

Assumption of Independence of Error Terms.

Independence of error terms assumption is an interesting assumption that means that the residuals are independent and unrelated. The most used statistical instrument to examine this assumption is the Durbin Watson that has a range from (0-4). On the other hand, a value of (2) is an indicator that the error term is independent. Normally, it is a rule of thumb that a Durbin-Watson value less than 1 or greater than 3 is significantly diverse from 2 therefore irreverent the essential assumption. In the present analysis, the data achieved the constraint of independent errors, as presented by a Durbin-Watson statistic of 1.60.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	1.000a	1.000	1.000	.00000	1.600

a. Predictors: (Constant), time, attitude, behavior, js, integrated, quality, Identified, quantity, introjected

b. Dependent Variable: performance

Assumption of Homoscedasticity

Also, homoscedasticity is another interesting assumption for regression analysis as it means that the variance of the residuals is constant. It indicates that for all independent variable values, the residual variance rests constant. The plot of standardized residual vs. standardized predicted values did not indicate any patterns of increasing or decreasing residuals. So that, the assumption of homoscedasticity has been achieved.

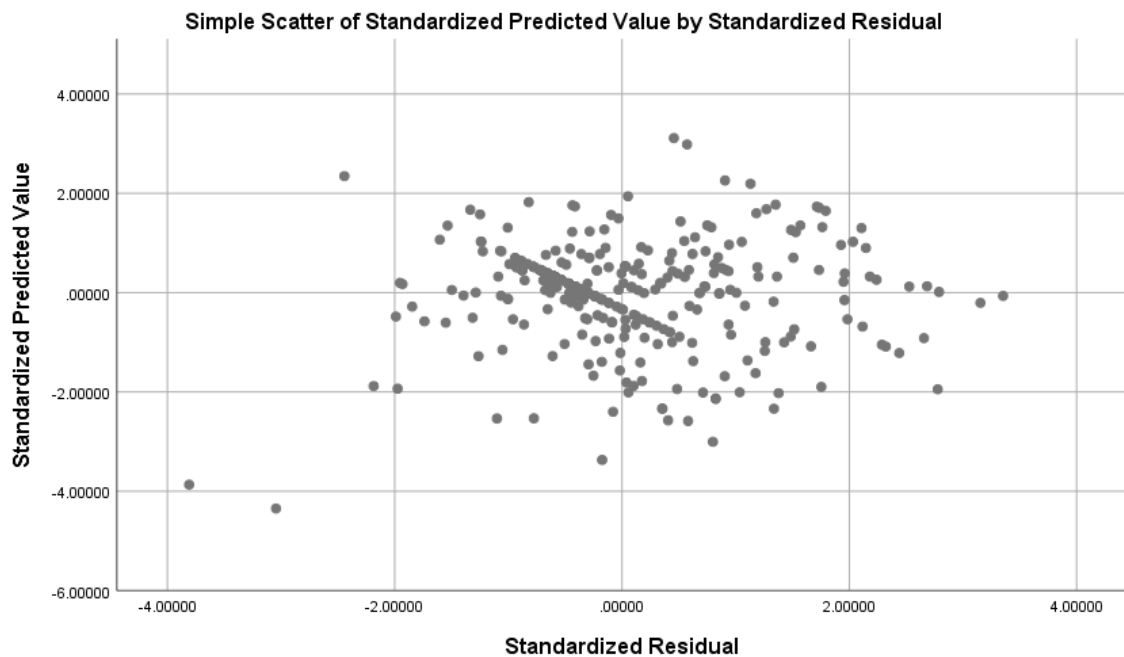


Figure 3 Simple Scatter of standardized predicted value by standardized residuals.

Assumption of Normality of Error Terms.

Normality of error terms assumption is an interesting assumption of multiple regression analysis that means the variations between the observed and predicted values—known as residuals—are normally distributed. The researcher used the normal probability plots of residuals to examine the normality of the error terms. The plotted values fell along a diagonal line with no major systematic deviations, thus representing that the residuals are normally distributed. Additionally, histogram of residuals supported the bell-shaped curve, so that supporting the assumption of normality. Also, the researcher used Mahalanobis distance that is a measure of the distance between a point and a distribution “or mean of the distribution” in a multi-dimensional space. It accounts for the correlations of the data asset and the variance of each feature. It is utilized to understand the way that several SDs away a point is from the mean of a distribution”. the analysis shows that the mean of Mahal. Distance I (1.994) that is a small value. Thus, this proves this assumption.

Simple Scatter of Standardized Predicted Value, of Standardized Residual by Standardized Predicted Value

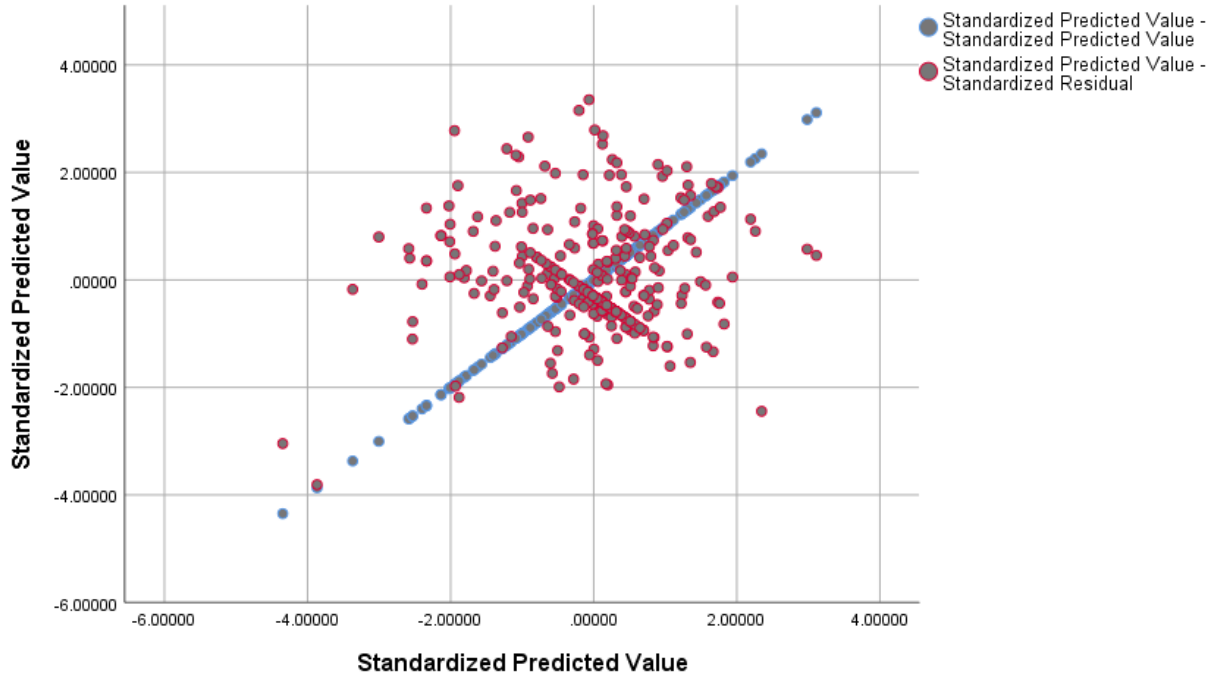


Table 23 residuals statistics

Residuals Statistics					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.98	4.87	4.08	.25	351
Std. Predicted Value	-4.3	3.11	.00	1.00	351
Standard Error of Predicted Value	.015	.07	.02	.01	351
Adjusted Predicted Value	3.03	4.87	4.08	.25	351
Residual	-1.06	.93	.00	.28	351
Std. Residual	-3.8	3.35	.00	.997	351
Stud. Residual	-3.9	3.36	.00	1.00	351
Deleted Residual	-1.13	.94	.00	.28	351
Stud. Deleted Residual	-4.017	3.41	.00	1.01	351
Mahal. Distance	.00	20.65	1.99	3.04	351
Cook's Distance	.00	.34	.01	.02	351
Centered Leverage Value	.00	.06	.01	.009	351

Assumption of No Multi-collinearity

Eventually, the researcher checked the data for indications of multi-collinearity. According to the multiple linear regression the independent variables are not too highly correlated with each other. The researcher used both Tolerance and Variance Inflation Factor (VIF) to examine the multi-collinearity statistics. A VIF value more than (5) or a Tolerance value less than (0.1) gives cause for concern about multi-collinearity. The VIF values are in the range of (1.318- 2.976). Moreover, the values of tolerance are greater than (0.10). thus, there is no multi-collinearity issue in this model.

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Correlations	Collinearity Statistics				
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
(Constant)	-3.726E-15	.000		.000	1.000					
js	3.993E-16	.000	.000	.000	1.000	.555	.000	.000	.655	1.527
attitude	-2.113E-15	.000	.000	.000	1.000	.352	.000	.000	.667	1.500
behavior	-6.844E-17	.000	.000	.000	1.000	.395	.000	.000	.759	1.318
Identified	8.726E-16	.000	.000	.000	1.000	.420	.000	.000	.386	2.593
introjected	6.918E-15	.000	.000	.000	1.000	.489	.000	.000	.336	2.976
integrated	-2.756E-15	.000	.000	.000	1.000	.540	.000	.000	.471	2.124
quality	.318	.000	.374	47350244.961	.000	.871	1.000	.250	.446	2.243
quantity	.409	.000	.436	51406442.712	.000	.910	1.000	.271	.388	2.579
time	.273	.000	.327	42134254.313	.000	.849	1.000	.222	.463	2.159

4.4 Hypotheses Testing/ Mediation Analysis

The study utilized Baron and Kenny's (1986) on SPSS to run the analysis pertaining to the mediation as well as to ascertain the existence of mediation structure based on a regression model fitted.

Assertion the significance correlation between the independent variable that is the EGM and the dependent variable that is employee performance. A regression is run in which the independent variable is regressed against the dependent variable to verify if there is a significant relationship between (X) and (Y). According to this model if there is insignificant direct effect of the independent variable on the dependent variable, there is no point going ahead to examine mediation.

Confirm the significant correlation between the independent variable that is EGM and mediator (JS). This step confirms that the independent variable significantly predicted the mediator. Again, if there is insignificant effect of the independent variable on the mediator variable. The mediation model does not hold.

Confirming the significant relationship between the JS as a mediator variable and the dependent variable that is EP in the existence of the EGM as an independent variable. The researcher utilized a multiple regression analysis in which the JS and the EGM are included as regressors of the employee performance. The JS should be a significant predictor of the EP controlling for the independent variable.

Establishing the absence of correlation or a significant decrease in effect between EGM and job performance in the existence of the JS. In the same multiple regression model

in the above step. The researcher makes an effort to notice if the relationship between the (X) and (Y) variables becomes insignificant or shows a significant decrease in its effect once the M is introduced in the model.

What is the effect of EGM on EP at banking institutions in Palestine?

The study utilized the multiple regression method to measure the effect of the EGM on EP in banking institutions in Palestine.

Table 24 multiple regression analysis of the effect of the EGM on EP at banking institutions in Palestine

Variable	Coefficient	Prob.
(Constant)	2.080	.000
EGA	.062	.083
EGB	.116	.000
Identified regulation	-.034	.490
Introjected regulation	.119	.025
Integrated regulation	.242	.000

R Squared = 0.364

Adjusted R square= 0.355

F test = 39.553

Sig. = 0.00

The analysis of the multiple regression analysis shows for the effect of the EGM on EP at banking institutions in Palestine. The analysis shows that the significant level is (0.00) and the F. value is (39.553). This shows that there is a significant effect of EGM on EP at banking institutions in Palestine. Additionally, the r square is (36.4%). This indicates that the

EGM explains almost (36.4%) of the variability in the employee performance. This indicates that EGM is a good predictor of EP thus this support the first step of the Barron and Kenny (1986) as well as it supports the first hypothesis. The results also show that there is a positive and significant effect of EGB, introjected regulation, and integrated regulation on EP at banking institutions in Palestine. However, there is positive but insignificant effect of EGA on the EP at banking institutions. However, there is a negative but insignificant effect of identified regulation on employee performance.

What is the effect of EGM on employee JS at banking institutions in Palestine?

Table 25 multiple regression for the effect of EGM on JS

Variable	Coefficient	Prob.
(Constant)	2.157	.000
EGA	.114	.018
EGB	.090	.024
Identified regulation	.002	.973
Introjected regulation	.002	.973
Integrated regulation	.207	.000

R Squared = 0.173

Adjusted R square= 0.161

F test = 14.397

Sig. = 0.00

The analysis of the multiple regression analysis in step (2) according to Barron and Kenny (1986) shows the effect of the EGM on employee JS at banking institutions in Palestine. The analysis shows that the significant level is (0.00) and the F. value is (14.397). This shows that there is a significant effect of EGM on employee JS at banking institutions

in Palestine. Additionally, the r square is (17.3%). This indicates that the EGM explains almost (17.3%) of the variability in the employee JS. The results also show that there is a positive and significant effect of EGA, EGB, and integrated regulation on employee JS at banking institutions in Palestine. However, there is positive but insignificant effect of identified regulation and introjected regulation on the employee JS at banking institutions.

What is the effect of JS on EP at banking institutions in Palestine?

Table 26 Multiple regression for the effect of JS on EP at banking institutions in Palestine.

Variable	Coefficient	Prob.
(Constant)	2.282	0.00
JS	0.474	0.00

R Squared = 0.308

Adjusted R square= 0.306

F test = 155.378

Sig. = 0.00

The analysis of the multiple regression analysis shows for the effect of the JS on EP at banking institutions in Palestine. The analysis shows that the significant level is (0.00) and the F. value is (155.378). This shows that there is a significant effect of JS on EP at banking institutions in Palestine. Additionally, the r square is (30.8%). This indicates that the JS explains almost (30.8%) of the variability in the employee job performance. The results also show that there is a positive and significant effect of JS on employee performance.

Overall, these results support a mediation structure where JS mediates the relationship between EGM and employee performance.

Does JS mediate the effect of green behavior on EP at banking institutions in Palestine?

Table 27 Mediating influence of the JS of the effect of green behavior on EP at banking institutions in Palestine.

Variable	Coefficient	Prob.
(Constant)	1.392	0.00
EGA	.026	1.480
EGB	.087	1.271
Identified regulation	-.035	2.545
Introjected regulation	.118	2.847
Integrated regulation	.176	1.985
JS	.319	1.209

R Squared = 0.479

Adjusted R square= 0.470

F test = 52.791

Sig. = 0.00

The analysis of the multiple regression analysis shows a partial mediating role of the JS of the relationship between green behavior and EP at banking institutions in Palestine. The analysis shows that the significant level is (0.00) and the F. value is (52.791). This shows that the JS partially mediates the effect of the JS of the effect of EGM on EP at banking institutions in Palestine.

There is significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward JS attributed to gender.

Table 28 t test analysis for the differences in the JS attributed to gender.

	Gender	N	Mean	Std. Deviation	Std. Error Mean	F	Sig.
JS	Male	182	3.81	.45	.03	.018	.894
	Female	169	3.80	.43	.03		

Table shows that there are insignificant differences in the mean of the studied sample toward the extent of the JS in banking institutions in Palestine attributed to gender.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward JS attributed to category age.

Table 29 ANOVA for the differences in the studied sample responses toward JS attributed to age

		Sum of Squares	df	Mean Square	F	Sig.
Satisfaction	Between Groups	4.541	3	1.514	8.323	.000
	Within Groups	63.110	347	.182		
	Total	67.651	350			

Table shows that there are significant differences in the mean of the studied sample toward the extent of the JS in banking institutions in Palestine attributed to age. The differences were for the best interest of (50) years.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward JS attributed to academic achievement.

Table 30 ANOVA for the differences in the studied sample responses toward JS attributed to academic achievement

		Sum of Squares	df	Mean Square	F	Sig.
Satisfaction	Between Groups	6.275	2	3.137	17.788	.000
	Within Groups	61.376	348	.176		
	Total	67.651	350			

Table shows that there are significant differences in the mean of the studied sample toward the extent of the JS in banking institutions in Palestine attributed to academic achievement. The differences were for the best interest of postgraduate studies.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward JS attributed to experience.

Table 31 ANOVA for the differences in the studied sample responses toward JS attributed to experience

		Sum of Squares	df	Mean Square	F	Sig.
Satisfaction	Between Groups	7.763	4	1.941	11.213	.00
	Within Groups	59.888	346	.173		
	Total	67.651	350			

Table shows that there are significant differences in the mean of the studied sample toward the extent of the JS in banking institutions in Palestine attributed to experience. The differences were for the best interest of experience 15 – less than 20 years.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward JS attributed to position.

Table 32 ANOVA for the differences in the studied sample responses toward JS attributed to position

		Sum of Squares	df	Mean Square	F	Sig.
Satisfaction	Between Groups	12.442	5	2.488	15.55	.00
	Within Groups	55.209	345	.160		
	Total	67.651	350			

Table shows that there are significant differences in the mean of the studied sample toward the extent of the JS in banking institutions in Palestine attributed to position. The differences were for the best interest of assistant general manager.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward JS attributed to nationality of the bank.

Table 33 t-test for the differences in the studied sample responses toward JS attributed to nationality of the bank

	Nationality	N	Mean	SD	Std. Error Mean	F	Sig.
JS	local bank	280	3.79	.39	.023	21.25	0.0
	Foreign bank	71	3.85	.60	.07		

Table shows that there are significant differences in the mean of the studied sample toward the extent of the JS in banking institutions in Palestine attributed to position. The differences were for the best interest of assistant general manager.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward JS attributed to nature of the bank.

	Nature of Bank	N	Mean	SD	Std. Error Mean	F	Sig.
JS	Conventional Bank	237	3.82	.45	.03	0.60	0.44
	Islamic Bank	114	3.77	.42	.04		

Table shows that there are insignificant differences in the mean of the studied sample toward the extent of the JS in banking institutions in Palestine attributed to nature of the bank.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward EGM attributed to gender.

Table 34 t test for the differences in the studied sample responses toward EGM attributed to gender

	Gender	N	Mean	Std. Deviation	Std. Error Mean	F	Sig.
Gattitude	Male	182	3.97	.50	.04	3.581	.059
	Female	170	3.94	.59	.05		
Behavior	Male	182	4.10	.61	.05	.042	.839
	Female	170	4.13	.60	.05		
identified	Male	182	3.88	.52	.04	.309	.579
	Female	170	3.91	.52	.04		
introjected	Male	182	3.93	.52	.04	.292	.590
	Female	170	3.95	.51	.04		
Integrated	Male	182	3.87	.61	.05	3.182	.075
	Female	170	3.91	.52	.04		

Table shows that there are insignificant differences in the mean of the studied sample toward the extent of the EGM in banking institutions in Palestine attributed to gender.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward EGM attributed to category age.

Table 35 ANOVA test for the differences in the studied sample responses toward EGM attributed to Age.

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Green attitude	Between Groups	6.82	3	2.28	8.18	.000
	Within Groups	96.76	348	.28		
	Total	103.58	351			
Green Behavior	Between Groups	6.25	3	2.08	5.93	.001
	Within Groups	122.23	348	.35		
	Total	128.48	351			
Identified regulation	Between Groups	1.12	3	.37	1.39	.244
	Within Groups	93.37	348	.27		
	Total	94.50	351			
Introjected regulation	Between Groups	2.59	3	.86	3.34	.019
	Within Groups	89.87	348	.26		
	Total	92.46	351			
Integrated regulation	Between Groups	1.55	3	.52	1.61	.186
	Within Groups	111.49	348	.32		
	Total	113.04	351			
Total green motivation	Between Groups	2.90	3	.97	5.92	.001
	Within Groups	56.87	348	.16		
	Total	59.77	351			

Table shows that there are significant differences in the mean of the studied sample toward the extent of the EGM and its constructs EGA, EGB, introjected regulations in banking institutions in Palestine attributed to age. The differences were for the best interest of over (50) years. However, there are insignificant differences toward identified regulation, integrated regulation attributed to age.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward green motivation attributed to academic achievement.

Table 36 ANOVA test for the differences in the studied sample responses toward green motivation attributed to academic achievement.

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Green attitude	Between Groups	5.366	2	2.683	9.534	.000
	Within Groups	98.217	349	.281		
	Total	103.584	351			
Green Behavior	Between Groups	.957	2	.479	1.310	.271
	Within Groups	127.521	349	.365		
	Total	128.479	351			
Identified regulation	Between Groups	.669	2	.334	1.244	.290
	Within Groups	93.827	349	.269		
	Total	94.496	351			
Introjected regulation	Between Groups	2.446	2	1.223	4.742	.009
	Within Groups	90.015	349	.258		
	Total	92.461	351			
Integrated regulation	Between Groups	.608	2	.304	.944	.390
	Within Groups	112.431	349	.322		
	Total	113.039	351			
Total EGM	Between Groups	1.632	2	.816	4.897	.008
	Within Groups	58.138	349	.167		
	Total	59.769	351			

Table shows that there are significant differences in the mean of the studied sample toward the extent of the EGM and its constructs EGA, introjected regulations in banking

institutions in Palestine attributed to academic achievement. However, there are insignificant differences in the studied sample responses toward EGB, identified regulations, and integrated behavior.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward EGM attributed to experience.

Table 37 ANOVA test for the differences in the studied sample responses toward EGM attributed to experience.

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Green attitude	Between Groups	5.76	4	1.440	5.106	.001
	Within Groups	97.83	347	.282		
	Total	103.58	351			
Green Behavior	Between Groups	2.42	4	.605	1.665	.158
	Within Groups	126.06	347	.363		
	Total	128.48	351			
Identified regulation	Between Groups	1.55	4	.387	1.443	.219
	Within Groups	92.95	347	.268		
	Total	94.50	351			
Introjected regulation	Between Groups	3.60	4	.901	3.518	.008
	Within Groups	88.86	347	.256		
	Total	92.46	351			
Integrated regulation	Between Groups	2.29	4	.572	1.791	.130
	Within Groups	110.75	347	.319		
	Total	113.04	351			

Total EGM	Between Groups	2.60	4	.650	3.943	.004
	Within Groups	57.17	347	.165		
	Total	59.77	351			

Table shows that there are significant differences in the mean of the studied sample toward the extent of the EGM and its constructs green attitude, introjected behavior attributed to experience. However, there are insignificant difference towards green behavior, identified regulations, and integrated regulations attributed to experience. The differences were for the best interest of 15-20 years.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward EGM attributed to position.

Table 38 ANOVA test for the differences in the studied sample responses toward EGM attributed to position.

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Green attitude	Between Groups	2.95	5	.589	2.027	.074
	Within Groups	100.64	346	.291		
	Total	103.58	351			
Green Behavior	Between Groups	1.77	5	.354	.967	.438
	Within Groups	126.71	346	.366		
	Total	128.48	351			
Identified regulation	Between Groups	.78	5	.155	.573	.720
	Within Groups	93.72	346	.271		
	Total	94.50	351			
Introjected regulation	Between Groups	2.09	5	.418	1.599	.160
	Within Groups	90.37	346	.261		
	Total	92.46	351			
	Between Groups	4.26	5	.852	2.710	.020

Integrated regulation	Within Groups	108.78	346	.314		
	Total	113.04	351			
Total EGM	Between Groups	1.49	5	.298	1.768	.119
	Within Groups	58.28	346	.168		
	Total	59.77	351			

Table shows that there are insignificant differences in the mean of the studied sample toward the extent of the EGM in banking institutions in Palestine attributed to position.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward EGM attributed to nationality of the bank.

Table 39 ANOVA test for the differences in the studied sample responses toward EGM attributed to the nationality of the bank.

		Group Statistics					F	Sig.
you are working at		N	Mean	Std. Deviation	Std. Error Mean			
Green attitude	Palestinian local bank	281	3.99	.52	.03	9.90	.002	
	Foreign bank	71	3.81	.62	.07			
Behavior identified	Palestinian local bank	281	4.15	.62	.037	14.96	.00	
	Foreign bank	71	3.99	.53	.06			
introjected	Palestinian local bank	281	3.91	.48	.03	15.85	.00	
	Foreign bank	71	3.84	.66	.08			
Integrated	Palestinian local bank	281	3.98	.47	.03	18.37	.00	
	Foreign bank	71	3.77	.63	.074			
Integrated	Palestinian local bank	281	3.89	.54	.03	8.39	.004	
	Foreign bank	71	3.88	.67	.079			

Table shows that there are significant differences in the mean of the studied sample toward the extent of the EGM in banking institutions in Palestine attributed to nationality of the bank and the differences were for the best interest of Palestinian local banks.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward EGM attributed to nature of the bank.

Table 40 ANOVA test for the differences in the studied sample responses toward EGM attributed to the nature of the bank.

Group Statistics							
	nature of the bank	N	Mean	Std. Deviation	Std. Error Mean	F	Sig.
Gattitude	Conventional Bank	237	3.92	.59	.04	11.426	.001
	Islamic Bank	115	4.03	.43	.04		
Behavior	Conventional Bank	237	4.12	.60	.04	.955	.329
	Islamic Bank	115	4.12	.61	.06		
identified	Conventional Bank	237	3.88	.56	.04	9.115	.003
	Islamic Bank	115	3.93	.43	.04		
introjected	Conventional Bank	237	3.91	.54	.03	7.178	.008
	Islamic Bank	115	4.00	.46	.04		
Integrated	Conventional Bank	237	3.86	.60	.04	7.725	.006
	Islamic Bank	115	3.96	.50	.05		

Table shows that there are significant differences in the mean of the studied sample toward the extent of the EGM in banking institutions in Palestine attributed to nature of the bank. The differences were for the best interest of Islamic banks.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward job performance attributed to gender.

Table 41 ANOVA test for the differences in the studied sample responses toward job performance attributed to the gender.

Group Statistics							
	Gender	N	Mean	Std. Deviation	Std. Error Mean	F	Sig.
quality	Male	182	4.14	.45	.03	.380	.538
	Female	170	4.13	.43	.03		
quantity	Male	182	4.03	.43	.03	.553	.458
	Female	170	4.05	.37	.03		
timliness	Male	182	4.11	.45	.03	.066	.798
	Female	170	4.08	.45	.03		
TEP	Male	182	4.08	.39	.03	.237	.627
	Female	170	4.08	.36	.03		

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward job performance attributed to category gender.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward job performance attributed to age.

Table 42 ANOVA test for the differences in the studied sample responses toward job performance attributed to the age.

		Sum of Squares	df	Mean Square	F	Sig.
quality	Between Groups	3.181	3	1.060	5.658	.001
	Within Groups	65.216	348	.187		
	Total	68.397	351			
quantity	Between Groups	1.203	3	.401	2.544	.056
	Within Groups	54.858	348	.158		
	Total	56.060	351			
timliness	Between Groups	2.141	3	.714	3.611	.014
	Within Groups	68.792	348	.198		
	Total	70.934	351			
TEP	Between Groups	1.963	3	.654	4.781	.003
	Within Groups	47.626	348	.137		
	Total	49.589	351			

Table shows that there are significant differences in the mean of the studied sample toward the extent of the job performance in banking institutions in Palestine attributed to age. The differences were for the best interest of the category 40 -50 years.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward job performance attributed to academic achievement.

Table 43 ANOVA test for the differences in the studied sample responses toward job performance attributed to the academic achievement

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
quality	Between Groups	2.42	2	1.21	6.412	.002
	Within Groups	65.97	349	.19		
	Total	68.40	351			
quantity	Between Groups	1.87	2	.94	6.022	.003
	Within Groups	54.19	349	.16		
	Total	56.06	351			
timeliness	Between Groups	2.96	2	1.48	7.585	.001
	Within Groups	67.98	349	.20		
	Total	70.93	351			
TEP	Between Groups	2.38	2	1.19	8.791	.000
	Within Groups	47.21	349	.14		
	Total	49.59	351			

Table shows that there are significant differences in the mean of the studied sample toward the extent of the job performance in banking institutions in Palestine attributed to academic achievement. These differences were for the best interest of post graduate studies.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward job performance attributed to experience.

Table 44 ANOVA test for the differences in the studied sample responses toward job performance attributed to the experience

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
quality	Between Groups	3.710	4	.928	4.976	.001
	Within Groups	64.687	347	.186		
	Total	68.397	351			
quantity	Between Groups	2.059	4	.515	3.307	.011
	Within Groups	54.002	347	.156		
	Total	56.060	351			
timliness	Between Groups	4.012	4	1.003	5.201	.000
	Within Groups	66.922	347	.193		
	Total	70.934	351			
TEP	Between Groups	2.995	4	.749	5.576	.000
	Within Groups	46.594	347	.134		
	Total	49.589	351			

Table shows that there are significant differences in the mean of the studied sample toward the extent of the job performance in banking institutions in Palestine attributed to experience. The differences were for the best interest of 15 – less than 20 years.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward job performance attributed to position.

Table 45 ANOVA test for the differences in the studied sample responses toward job performance attributed to the position.

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
quality	Between Groups	4.86	5	.97	5.29	.00
	Within Groups	63.54	346	.18		
	Total	68.40	351			
quantity	Between Groups	4.10	5	.82	5.46	.00
	Within Groups	51.96	346	.15		
	Total	56.06	351			
timliness	Between Groups	3.84	5	.77	3.96	.002
	Within Groups	67.10	346	.19		
	Total	70.94	351			
TEP	Between Groups	4.19	5	.84	6.39	.00
	Within Groups	45.40	346	.13		
	Total	49.59	351			

Table shows that there are significant differences in the mean of the studied sample toward the extent of the job performance in banking institutions in Palestine attributed to position. The differences were for the best interest of assistant general manager.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward job performance attributed to nationality of the bank.

Table 46 t. test for the differences in the studied sample responses toward job performance attributed to the nationality of the bank.

		Group Statistics						
you are working at		N	Mean	Std. Deviation	Std. Error Mean	F	Sig.	
quality	Palestinian local bank	281	4.12	.42	.03	3.152	.077	
	Foreign bank	71	4.17	.50	.059			
quantity	Palestinian local bank	281	4.03	.38	.02	7.204	.008	
	Foreign bank	71	4.07	.48	.06			
timliness	Palestinian local bank	281	4.09	.45	.03	1.501	.221	
	Foreign bank	71	4.13	.46	.05			
TEP	Palestinian local bank	281	4.07	.36	.02	6.169	.013	
	Foreign bank	71	4.11	.44	.05			

Table shows that there are significant differences in the mean of the studied sample toward the extent of the job performance in banking institutions in Palestine attributed to nationality of the bank. The differences were for the best interest of foreign banks.

There is a significant difference at ($\alpha \leq 0.05$) in the studied sample responses toward job performance attributed to nature of the bank

Group Statistics						Std. Error	F	Sig
	nature of the bank	N	Mean	Std. Deviation	Mean			
Quality	Conventional Bank	237	4.13	.45	.03	.499	.481	
	Islamic Bank	115	4.12	.42	.04			
Quantity	Conventional Bank	237	4.03	.42	.03	.001	.979	
	Islamic Bank	115	4.06	.36	.03			
Timeliness	Conventional Bank	237	4.09	.46	.03	.000	.985	
	Islamic Bank	115	4.12	.43	.040			
TEP	Conventional Bank	237	4.07	.39	.03	.023	.879	
	Islamic Bank	115	4.10	.35	.03			

Table shows that there are insignificant differences in the mean of the studied sample toward the extent of the job performance in banking institutions in Palestine attributed to nature of the bank.

Chapter Five

Discussion and Implications

5.1 Introduction

This chapter discusses thoroughly the findings of the study that pertained to the relationships among the examined variables (EGM, JS, and employee performance) in banking institutions in Palestine. Starting from discussing the relationship between the JS that is a mediator variable and employee performance. Then, discussing the EGM dimensions with the JS. Next, the effect of the EGM on EP. Eventually, the relationship between EGM and EP in the presence of JS as mediator variable.

5.2 JS and Employee Performance

The review of previous empirical studies and the conceptual framework related to job performance (JP) reveals that job satisfaction (JS) plays a significant role in influencing employee performance (EP). Job satisfaction is defined as "a positive feeling about one's job resulting from an evaluation of its characteristics" (Robbins & Judge, 2017, p. 85), while employee performance is described as "the work results achieved by an employee in accordance with pre-specified standards and criteria within a specific period of time, or the results of work in terms of both quality and quantity achieved by an employee in fulfilling their responsibilities" (Robbins & Judge, 2017). Based on this, Hypothesis 3 was developed: "There are no statistically significant differences at ($\alpha \leq 0.05$) in the effect of job satisfaction on employee performance at banking institutions in Palestine." This hypothesis assumes a positive relationship between job satisfaction and the quality and quantity of work performed.

A higher level of job satisfaction is expected to improve the quality and amount of work done, while negative feelings will result in reduced work performance.

The study's results confirmed a positive relationship between job satisfaction and employee performance, with a coefficient of 0.474. This means that for each 1.00 standard increase in job satisfaction, employee performance increases by 0.474. These findings align with previous research on the subject. The study also indicated a high level of employee satisfaction within banking institutions, with mean scores ranging from 3.50 to 4.13. All survey statements about job satisfaction showed high scores, particularly those related to work conditions. The statement "The availability of the necessary office tools for work (telephone, fax, printer, etc.)" received the highest score, highlighting that the availability of necessary facilities significantly enhances employee satisfaction.

Other highly rated statements included "My personal relationship with my colleagues at the bank," with a mean of 4.11 and a standard deviation of 0.62, showing that positive social relations in the workplace contribute significantly to employee satisfaction. The statement "Collaborating with colleagues to solve technical problems at work" also contributed to higher satisfaction levels. On the other hand, the lowest-rated statement was "My salary is commensurate with the volume of work I perform," with a mean of 3.50 and a standard deviation of 0.87. This suggests that salary does not significantly detract from overall satisfaction, but it may influence job dissatisfaction. Another low-rated statement was "My job gives me independence in work and decision-making," with a mean of 3.62 and a

standard deviation of 0.76. The explanation for this finding lies in the nature of banking operations, where tasks are interconnected, leaving little room for individual autonomy.

These results are consistent with those of Triwahyuni (2017), who found a positive influence of job satisfaction on employee performance, noting that lower satisfaction leads to decreased efficiency, increased work interruptions, strikes, and higher turnover rates. Similarly, AmriHanura et al. (2023) observed a positive effect of job satisfaction and work motivation on employee performance. Alamdar et al. (2011) found a positive correlation between job satisfaction and employee performance in the automobile and medical sectors in Pakistan. Additionally, Pushpakumari (2008) reported a positive influence of job satisfaction on employee performance in firms in Istanbul.

Overall, the findings suggest that job satisfaction boosts employees' motivation, willingness, and efficiency. Happy employees are more likely to perform well, demonstrate enthusiasm for their tasks, and maintain a positive attitude toward their work. Increased satisfaction also leads to higher productivity, reduced turnover, and fewer instances of absenteeism, as satisfied employees are less likely to take frequent sick leaves or have intentions to quit their jobs. Furthermore, job satisfaction fosters innovative behavior and strengthens employee commitment to the organization.

EGM of Human Resources and Employee Performance

This section examines the relationship between Environmental Green Motivation (EGM) and Employee Performance (EP) in banking institutions in Palestine. EGM is defined as “Offering employees green benefits (e.g., transport or travel) as an alternative to providing prepaid cards for purchasing green products” (Tang et al., 2018, p. 31). The study hypothesized, based on previous research and the researcher’s observations, that there is a positive relationship between EGM and EP. Specifically, it suggests that increasing both the quantity and quality of green rewards and incentives would enhance employee performance.

The study’s findings revealed a significant and positive correlation between EGM and EP in Palestinian banking institutions. The p-value of 0.00 and the F-test score of 39.553 indicate a substantial effect of EGM on employee performance. The primary explanation for this positive relationship is that EGM practices encourage employees to embrace and adhere to environmentally friendly behaviors. These practices, in turn, boost employee engagement, inspire innovation in the workplace, improve job satisfaction, and prioritize Corporate Social Responsibility (CSR) within the organization. Furthermore, EGM initiatives contribute to building a positive corporate image and fostering organizational growth and development. As such, EGM and reward systems play a critical role in enhancing employee performance.

This result aligns with the findings of Daily, Bishop, and Steiner (2007), who identified a positive relationship between EGM behavior and EP in large-scale firms within the aerospace industry in the United States. It also supports the work of Sedarmayanti (2014), who found that non-financial forms of EGM, such as an inclusive work structure and

supportive leadership, positively influence employee performance. Moreover, Al-Doghan and Zakariya (2022) found a positive correlation between both financial and non-financial motivation and employee performance, which is further supported by Elvina and Chao (2019), who noted the positive effects of extrinsic and intrinsic motivation on employee performance. The findings also reinforce the results of previous studies by Kehman (2016), Ekundaya and Babaloo (2018), Huo et al. (2022), Li et al. (2015), Alshammari et al. (2020), and Renwick et al. (2016), which similarly demonstrated a positive relationship between EGM behavior and EP.

To measure the extent of EGM, the researcher used five constructs: EGA (Environmental Green Attitude), EGB (Environmental Green Behavior), Identified Regulation, Introjected Regulation, and Integrated Regulation. The range of means for these green motivation constructs was between 3.96 and 4.08, with standard deviations ranging from 0.59 to 0.71. These values indicate low variability in the responses from the sample. The highest-scoring construct was EGB, with a mean of 4.08 and a standard deviation of 0.71, followed closely by Introjected Regulation, with a mean of 3.93 and a standard deviation of 0.61. The least scored construct was Identified Regulation, with a mean of 3.90 and a standard deviation of 0.59.

Regarding green attitudes, the highest-scoring statement was “I encourage environmentally friendly practices in the bank where I work,” with a mean of 4.01 and a standard deviation of 0.59. This suggests that employees actively practice green behaviors, which fosters a positive green attitude in banking institutions. Additionally, the statement “I

encourage my colleagues at work to express their opinions on issues related to preserving the environment” scored highly, with a mean of 3.98 and a standard deviation of 0.59, suggesting that discussions around environmental issues further promote employees’ green attitudes. Although the statement “I support green behavior in the workplace” scored the lowest (mean = 3.91, SD = 0.61), it still indicates a relatively high level of agreement, implying that promoting green behavior at the workplace contributes significantly to cultivating a green attitude among employees. This result aligns with Ashraf et al. (2020) and Sultan et al. (2019), who demonstrated a positive relationship between EGA and enhanced employee performance.

For the green behavior dimension, which had a mean of 3.96 and a range between 3.92 and 4.23, the highest-scoring statement was “I use water sustainably for drinking and cleaning (reducing water waste, reusing, and recycling when possible)” with a mean of 4.23 and a standard deviation of 0.69. This suggests that employees are mindful of water usage and value water conservation. The statement “I turn off the lights when I leave my office for a short period or when no one is around” scored 3.92 with a standard deviation of 0.59, indicating that employees are conscious of energy-saving behaviors, which contribute to eco-friendly practices. These results are in line with Steg et al. (2016) and Kim et al. (2021), who found that green motivation positively influences employee performance.

In the third construct, Identified Regulation, which represents an extrinsic form of motivation based on the value an individual places on an activity, the mean ranged between 3.87 and 3.93. The highest-scoring statement was “Having respect and appreciation from the

community for the value of preserving the green environment is my most important motivation to commit to environmentally friendly practices,” with a mean of 3.93 and a standard deviation of 0.56. This suggests that employees are motivated by the community's recognition and appreciation of environmentally responsible behaviors. The lowest-scoring statement, “I believe that my sense of the importance of achieving sustainability is my main motivation to practice environmentally friendly behavior,” scored 3.87 with a standard deviation of 0.60, indicating a strong sense of responsibility towards sustainability, though slightly less emphasized. This result aligns with the findings of Graves et al. (2013) and Kim et al. (2015), who found that identified regulation positively influences employee performance.

The next construct, Introjected Regulation, reflects a form of extrinsic motivation driven by internal pressure or guilt, rather than intrinsic enjoyment. This construct had a mean of 3.93 and a standard deviation of 0.61, with a range between 3.89 and 3.99. The highest-scoring statement was “I feel a sense of belonging to the community in which I live as a result of my commitment to environmentally friendly practices,” with a mean of 3.99 and a standard deviation of 0.58. This suggests that employees feel connected to their community through their commitment to green behaviors. The lowest-scoring statement, “My keenness to adhere to environmentally friendly practices makes me feel respected and appreciated for myself,” scored 3.89 with a standard deviation of 0.63, indicating that while employees feel a sense of personal accomplishment, this motivation may not be as strong as other forms.

Finally, the Integrated Regulation construct, which refers to the alignment of personal values with organizational goals, had a mean of 3.96 and a standard deviation of 0.62, with scores ranging between 3.85 and 4.18. This suggests that when employees internalize and align environmental sustainability practices with their personal values, they are more likely to engage in sustainable behaviors without external pressure. This finding supports the conclusions of Gillison et al. (2009), Gabler et al. (2022), and Ryan and Deci (2017), who found that integrated regulation positively influences employee performance.

In summary, these results provide strong evidence that EGM practices play a significant role in enhancing employee performance by fostering green attitudes and behaviors that align with both individual values and organizational sustainability goals.

5.3 EGM and JS

Based on empirical studies, the research hypothesized a positive relationship between Environmental Green Motivation (EGM) and Job Satisfaction (JS) in banking institutions in Palestine. The hypothesis suggests that increases in both green financial and green non-financial rewards through EGM enhance employee satisfaction.

The analysis of the multiple regression model between EGM and employee JS showed a p-value of 0.00 and an F-test value of 14.397. These results indicate a strong and statistically significant positive effect of EGM on JS, suggesting that EGM is a reliable predictor of employee performance (EP). Additionally, the R-squared value of 17.3% indicates that EGM accounts for 17.3% of the variability in employee job satisfaction.

Further analysis of the individual EGM constructs reveals a positive and significant effect of Environmental Green Action (EGA) on JS, with a p-value of 0.018 and a coefficient of 0.114. This implies that a one-unit increase in EGA leads to an 11.4% increase in JS. Similarly, Environmental Green Behavior (EGB) has a p-value of 0.024 and a coefficient of 0.09, confirming a positive and significant effect on employee performance. This suggests that a one-unit increase in EGB results in a 0.09-unit increase in employee performance.

However, the effect of Identified Regulation on JS is insignificant, with a p-value of 0.973 and a coefficient of 0.002, indicating no meaningful impact. On the other hand, Integrated Regulation shows a significant effect on JS, with a p-value of 0.00 and a coefficient of 0.207. This suggests that Integrated Regulation is a strong predictor of JS, with a one-unit increase in Integrated Regulation leading to a 20.7% increase in JS.

In conclusion, these findings support the hypothesis of the study, highlighting the significant role of EGM, especially Integrated Regulation and the environmental factors like EGA and EGB, in influencing employee satisfaction and performance.

5.4 The Mediating Role of JS between EGM and EP

The analysis reveals that job satisfaction (JS) partially mediates the relationship between environmentally green management (EGM) and employee performance (EP). This is an intriguing finding, as it suggests that while EGM positively influences employee performance, part of this effect is transmitted through job satisfaction. In other words, green values may motivate employees, enhancing their job satisfaction, which in turn boosts their performance.

5.5 Control Variables

This thesis examines the impact of various factors, including gender, age, academic achievement, years of experience, job title, the nature of the bank, and the nationality of the bank on the model. The findings indicate that gender has no significant effect on job satisfaction (JS) in Palestinian banking institutions. However, age does have a significant impact, with individuals aged 50 and above reporting higher levels of job satisfaction. Academic achievement also plays a significant role, with postgraduates showing higher job satisfaction. Experience also affects job satisfaction, with those having 15 to 20 years of experience reporting higher levels of satisfaction. Furthermore, job position is significant, with assistant general managers showing the highest job satisfaction. In contrast, the nature of the bank (e.g., commercial or Islamic) does not seem to significantly influence job satisfaction.

Regarding employee green motivation (EGM), the study found no significant differences attributed to gender. However, age had a significant effect on EGM and its constructs, particularly EGA, EGB, and introjected regulations, with individuals aged over 50 exhibiting higher levels of green motivation. There were no significant differences observed for identified or integrated regulation based on age. Academic achievement also had a significant impact, particularly on EGM constructs like EGA and introjected regulations, while no significant differences were found for EGB, identified regulations, or integrated behavior based on academic achievement.

Experience played a role in shaping green motivation, with individuals having 15 to 20 years of experience showing significant differences in constructs like green attitude and introjected behavior. However, no significant differences were found for green behavior, identified regulations, or integrated regulations based on experience. Job position had no significant effect on EGM, while the nationality of the bank did have an impact, with employees from Palestinian local banks showing higher levels of green motivation. Additionally, the nature of the bank was significant, with employees in Islamic banks showing higher EGM scores.

As for job performance, gender did not show a significant difference. However, age had a significant effect, with employees aged 40 to 50 years reporting better job performance. Academic achievement also had a notable impact, with postgraduate employees performing better. Experience influenced job performance, with those having 15 to 20 years of experience showing higher performance levels. Job position was significant, with assistant general managers performing better. The nationality of the bank also played a role, with employees in foreign banks exhibiting better job performance. However, the nature of the bank did not significantly affect job performance.

5.6 Conclusion

This thesis purpose is to examine the mediating role of JS in the relationship between EGM and EP. The study revealed that there is a significant correlation among the EGM, employee JS, and employee performance. Furthermore, the JS partially mediates the relationship between EGM and EP in banking institutions in Palestine.

Hypothesis	Supported/Not Supported
There is significance statistical differences at ($\alpha \leq 0.05$) for the effect of green incentives on EP at banking institutions at banking institutions in Palestine	Supported
There is significance statistical differences at ($\alpha \leq 0.05$) for the effect of green incentives on JS at banking institutions at banking institutions in Palestine	Supported
There is significance statistical differences at ($\alpha \leq 0.05$) for the effect of JS on EP at banking institutions at banking institutions in Palestine	Supported
JS mediates the effect of green incentives on EP at banking institutions in Palestine	Supported

5.7 Limitations

During the course of this study, the researcher encountered several challenges and factors that could potentially affect the accuracy of the findings and results. Some of these challenges are linked to the methodology, while others are related to external environmental factors.

One methodological challenge was the use of self-report measures, which can introduce bias and subjectivity. Respondents may base their answers on personal perspectives rather than objective reality, which could compromise the accuracy of the responses (Kormos

& Gifford, 2014). Additionally, the researcher employed a cross-sectional approach to gather data at a specific point in time. However, using a cross-sectional method to examine leadership development, succession planning, and perceived organizational performance may be influenced by the respondents' current mood or psychological state at the time of completing the survey. As a result, the findings may be shaped by the respondents' emotional disposition at that particular moment, and the accuracy of the results could depend on their level of engagement and seriousness in responding.

5.8 Future Research Directions

Whereas, this study examines the effect of green behavior dimensions toward EP using the mediation role of JS using cross sectional method, the researcher suggests further studies in this regard utilizing longitudinal study design for same studied sample. Thus, the researcher can have various emotional events and establish better conditions to have deeper study in performing the thesis.

Other studies are:

“The Mediating Role of JS on the Relationship between Human Resource Management Practices on EP in Listed Firms in Palestine”.

“The Effects of Green Culture on Green Workplace Practices through Mediating Employee Motivation in SMEs”

5.9 Recommendations

1. The researcher suggests that improving employees' perceived job satisfaction is crucial by granting both employees and supervisors more autonomy and freedom in carrying out their tasks. This approach is believed to encourage innovative behavior in the workplace. Furthermore, the researcher emphasizes the importance of fair and equal treatment of all employees by senior management.
2. The study found that employees in Palestinian banking institutions display a strong green attitude. However, it stresses the need to further cultivate and promote these environmentally friendly behaviors by supporting eco-conscious practices and encouraging employees to adopt sustainable habits at work.
3. The researcher advises that Palestinian banking institutions should actively promote eco-friendly practices among employees. This can be achieved by encouraging practices like double-sided printing and photocopying, as well as reminding staff to turn off lights when leaving their offices temporarily or when they are not in use.
4. The study recommends that Palestinian banking institutions focus on fostering identified regulation among employees by highlighting the significance of sustainability as a key driver of environmentally friendly behaviors. Additionally, gaining respect and appreciation from colleagues for sustainable actions is identified as an essential motivator for such behaviors.
5. Palestinian banking institutions should work to enhance introjected regulation by instilling a sense of pride among employees for engaging in eco-friendly practices. This

includes encouraging employees to adhere to these behaviors by emphasizing the satisfaction and happiness that comes from participating in such initiatives.

6. Palestinian banking institutions can strengthen integrated regulation by encouraging employees to adopt environmentally friendly behaviors as part of their role as responsible citizens. It is also important to promote green behaviors and help employees integrate them into their daily lifestyles.
7. To improve the quality of banking services, it is vital to execute tasks efficiently and effectively. This involves enhancing employee commitment and satisfaction, motivating them to go beyond regular working hours when necessary. Furthermore, investing in employee training and development is essential to equip staff with the necessary skills for optimal performance.
8. Palestinian banking institutions need to improve employee productivity by aligning the volume of services with the size of the workforce. Bank management should focus on staying within the estimated budget for the range and quality of services provided, while also fostering a collaborative team environment among employees.
9. The researcher recommends that banking institutions encourage punctuality among employees by motivating them to adhere to schedules and effectively manage their time. This ensures timely service delivery to customers and the prompt completion of tasks and responsibilities.

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Appendix (1): Questionnaire of the Study



الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY



Postgraduate Deanship

Faculty of Commerce

Human Resource Management Department

Dear researchers,

After greetings

This questionnaire is a research tool specifically designed to complete the requirements for a master's degree in human resource management at the Arab American University and entitled: "**The Impact of Green Incentives on Employees Performance in the Palestinian Banking Sector: Job Satisfaction as a Mediator**". This has included definitions of the terms needed to fill out the questionnaire in the designated places whenever necessary.

The information collected through this questionnaire will be used for scientific research purposes only.

I will maintain strict confidentiality of this information and its source. If you have any questions, you can send me an email at or call the following number:

Your participation and views are greatly appreciated and respected.

With much thanks and respect,

Researcher:

Israa Hashim Mustafa Makhalfeh

- *Write tick (✓) the or provide the number that is appropriate to respond to each of the question.*

The first section : demographic data

1. Gender

- Male Female

2. How older you in years

- Less than 30 years 40 – less than 50 years
 30 – less than 40 years More than 50 years

3. Academic achievement

- Diploma or Less High education
 Bachelor's degree Other, please specify

4. How many years they have worked in banking

- Less than 5 years 10 years - Less than 15 years
 5 years – less than 10 years 15 years – less than 20 years
 20 years or more

5. Job title

- Employee Head department
 Head division Vice general manager and above
 Supervisor
 Vice head department

6. You are working at

- A Palestinian National Bank
 Foreign bank

Section (1): Job Satisfaction

On my present job, this is how I feel about

	Statement	Very Dissatisfied	Dissatisfied	I cannot decide	Satisfied	Strongly Satisfied
1.	Being able to keep busy all the time					
2.	The chance to work alone on the job					
3.	The chance to do different things from time to time					
4.	The chance to be "somebody" in the community					
5.	The way my boss handles his/her workers					
6.	The competence of my supervisor in making decisions					
7.	Being able to do things that don't go against my conscience					
8.	The way my job provides for steady employment					
9.	The chance to do things for other people					
10.	The chance to tell people what to do					
11.	The chance to do something that makes use of my abilities					
12.	The way company policies are put into practice					
13.	My pay and the amount of work I do					
14.	The chances for advancement on this job					
15.	The freedom to use my own judgment					
16.	The chance to try my own methods of doing the job					

17.	The working conditions					
18.	The way my co-workers get along with each other					
19.	The praise I get for doing a good job					
20.	The feeling of accomplishment I get from the job					

Section (2): EGM of Human resources

2.1 EGA: A practical or judgmental reaction to opinions is known as an attitude.

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am in favor of green behavior in the workplace.					
2.	I think that encouraging employees to practice green behavior at work is a wonderful idea.					
3.	I think it is crucial to practice green behavior at workplace					
4.	I encourage my colleagues to express their thoughts and interests in issues related green environment.					
5.	I encourage green environment practices in the bank I work in.					

2.2 EGB: A conscious effort by an employee to reduce the effects of human actions on the environment

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I ensure that air-conditioning is turned off When I'm away from the workplace					
2.	I print and photocopy double-sided					
3.	I sustainably use water for drinking and cleaning (reduce water waste, reuse & recycle water when possible)					
4.	I pay attention and preferences to environment and sustainability during the purchase goods or services					
5.	I turn off my computer/notebook/devices when I depart the workplace for a long time.					
6.	I turn off the lights when I leave my office for a while, and when there is no one else.					
7.	I recycle and reuse plastics.					

2.3 External regulation: The desires for behavior that results in the growth of external self-esteem indicators, improved social standing or financial gain

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I do green behavior because it has high social benefits.					
2.	I do green behavior because it has high national benefits.					
3.	Green behavior helps me to avoid punishment					
4.	Green behavior helps me to get reward					
5.	I've to behave green due to team/social/institutional pressure					

2.4 Identified regulation: An independent type of extrinsic motivation that have been completely integrated into the self, which implies they have been reviewed and aligned with the individual's values and wants. It enables the achievement of critical goals and is motivated by personal beliefs and priorities

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I consider green environment practice is the responsibility of each employee in the bank.					
2.	My belief that the importance of green environment practices to achieve sustainability encourage me to adopt these practices.					

3.	I believe this is meaningful and important to practice environmentally friendly conduct.					
4.	My desire for a greener earth and a sustainable generation will be fulfilled if I practice environmentally friendly conduct.					
5.	My organization /Team /Colleagues /Society appreciate the efforts to work sustainably.					

2.5 Intrinsic Motivation: activities naturally exciting or rewarding

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I enjoy using green practices to help safeguard the environment.					
2.	It is interesting to take actions that help the environment.					
3.	It gives me inner satisfaction to do green behavior					
4.	Having respect and appreciation from my colleagues for practices that aim to preserve the environment is the most important motivation for me to practice environmentally friendly behaviors.					
5.	Having respect and appreciation from the community for the value of preserving the green environment is the most important motivation for me					

	to commit to environmentally friendly practices.					
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2.6 Introjected regulation (INR): A minimal internal motivation that promotes people to assume the unspoken results of engaging in or refraining from specified conduct
Intrinsic Motivation: activities naturally exciting or rewarding

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I feel regret if I do not take action to protect the environment and future generations.					
2.	I feel regret if I do not take action to preserve the environment.					
3.	I feel proud if I practice environmentally friendly practices.					
4.	I am keen to practice environmentally friendly behaviors so that I create a feeling that I am a good citizen with the bank's management.					
5.	My keenness to adhere to environmentally friendly practices makes me feel respected and appreciated for myself.					

2.7 Integrated regulation: It involves engaging in behaviors consistent with multiple goals and values. It displays an employee's aspiration to engage in a precise action as they believe it will help them create a stronger sense of self

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I can show my identity as a good citizen through environmentally friendly behavior					
2.	Green behavior has become part of my lifestyle					
3.	Green behavior is an essential part of my personality (e.g., “Caring for the environment is an integral part of my life”)					
4.	It is important to me to do something important that is environmentally friendly on a regular basis.					
5.	I can show my identity as a good citizen through environmentally friendly behavior					

Section (3): Employee performance

5.1 Job Quality: involves meeting the set criteria and standards with regard to the procurement, production, quality inspection and delivery of goods and services.

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Tasks are performed attentively and correctly.					
2.	Tasks are completed as per the specifications and standards.					
3.	Materials and tools meet the set criteria and standards.					
4.	Quality inspection is conducted prior to the delivery of goods or services					
5.	Products or services meet the expectations of customers					

5.2 Job quantity refers to the units of output produced by employees' behaviors, such as the product quantity, waste quantity and sales figures.

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	The units of output are in sync with the number of employees.					
2.	The units of output meet organizational expectations.					
3.	The units of output under my responsibility correspond to my skills and ability.					

4.	The quantity assignment is always fulfilled					
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5.3 Job time concerns the amount of time required to complete work-related activities in relation to the difficulty of the tasks.

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Tasks are normally completed on schedule.					
2.	Tasks are carried out within a reasonable amount of time					
3.	The delivery of goods or services is conducted in a timely fashion					
4.	Workers achieve time-related organizational goal.					

الملخص

يهدف الملخص هذا البحث إلى دراسة الدور الوسيط المحتمل للرضا الوظيفي في العلاقة بين الدافع الأخضر للموظف (EGM) وأداء الموظف (EP) في المؤسسات المصرفية (كمية العمل، جودة العمل، وقت العمل). اتبعت الدراسة التصميم الكمي، والارتباطي، والمقطعي العرضي. تم جمع البيانات من عينة مكونة من (352) موظفًا في المؤسسات المصرفية في الضفة الغربية. استخدم الباحث طريقة الانحدار المتعدد لتحليل العلاقة بين متغيرات الدراسة. وجدت الدراسة وجود تأثير إيجابي مباشر للدافع الأخضر للموظف على أداء الموظف. بالإضافة إلى ذلك، يلعب الرضا الوظيفي دورًا وسيطًا جزئيًا في العلاقة بين الدافع الأخضر وأداء الموظف. والمغزى الرئيسي من هذه الدراسة هو أنه يتعين على المؤسسات المصرفية في فلسطين تنويع ممارسات سلوكها الأخضر لزيادة رضا الموظفين الوظيفي، وبالتالي رفع أدائهم. كما تبرز الدراسة الحاجة إلى إجراء دراسات إضافية لفحص الدافع الأخضر وممارسات إدارة الموارد البشرية الخضراء.

الكلمات المفتاحية: الدافع الأخضر، الأداء الوظيفي، الرضا الوظيفي، السلوك الأخضر، الموقف الأخضر للموظف، المؤسسات المصرفية، السلوك الأخضر الداخلي، السلوك الأخضر الخارجي.